



PHILADELPHIA HOUSING AUTHORITY

DRAFT MOVING TO WORK ANNUAL PLAN
FISCAL YEAR 2001

YEAR ONE

CARL R. GREENE
EXECUTIVE DIRECTOR

FEBRUARY 2002

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MOVING TO WORK PLAN
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

The Philadelphia Housing Authority's (PHA) Moving to Work Demonstration Program is focused on helping families achieve self-sufficiency and on improving and increasing the stock of quality affordable housing throughout the city. It will furnish convenient and comprehensive services to families to assist them in reaching their full potential, with an emphasis on education, job training and placement, self-sufficiency, and preparation for homeownership. And it will promote the revitalization of neighborhoods where MTW and MTW-eligible families live.

The flexibility of the MTW Demonstration Program affords PHA an opportunity to more effectively carry out these strategic goals. For the seven-year term of the MTW Demonstration Program, PHA will focus on the following four core objectives:

- Develop an MTW Family Program to furnish comprehensive family self-sufficiency services to eligible MTW families.
- Revitalize neighborhoods where MTW and MTW eligible residents reside.
- Convert the existing Section 8 Housing Program to a Local Rent Subsidy Program to improve and increase the supply of quality affordable housing throughout the City of Philadelphia.
- Establish efficient operating procedures and an Energy Performance Contracting Program.

PHA intends to continue its focus on strengthening families and revitalizing Philadelphia neighborhoods where MTW and MTW-eligible families reside. This will be achieved by providing comprehensive economic empowerment assistance and supportive services to families, continuing to improve the quality and availability of affordable housing, and by expanding public safety activities.

What are the Moving to Work Activities planned for FY 2001?

- Establish a One Stop Center and target local entities to provide comprehensive services to families. The One Stop Center at Blumberg Apartments, opening in March, 2002, will increase the number of MTW and MTW eligible residents engaged in full or part time employment; improve the job readiness and job retention skills of residents; increase educational opportunities for adults and youth, including computer literacy; provide assistance to residents who are involved in training or employment with suitable child care, transportation, and other required support services; provide needed supportive social services to promote self-sufficiency; increase the number of residents who are involved in small business start-up activities; and provide home ownership counseling.

- Expand affordable housing resources through acquisition and rehabilitation of Suffolk Manor Apartments in order to preserve 137 affordable units, and continue the rehabilitation of scattered site units.
- Seek management and operational efficiencies; with particular focus on assessment of energy usage in order to develop an Energy Performance Contracting Program in FY 2002. In FY 2001, two ESCO firms completed a review and audit of utility usage for more than 3,500 dwelling units at 21 conventional sites. An audit of the telephone system and all related costs is also under review. Results will determine subsequent actions by PHA regarding utility management.

In Year One, PHA's first priority will be to plan and design programs that will require the longest lead time, and redesign those programs that must be reviewed and approved by HUD, in years one and two.

In FY 2001, PHA will begin planning and design of the following initiatives:

- Family Program which targets public housing and Section 8 participants and integrates housing search assistance, home ownership and lease enforcement activities with economic enhancement strategies and incentives.
- Community Based Policing Program that responds to community needs for enhanced safety and security and reinforces PHA's Quality of Life initiatives.
- Neighborhood based rehabilitation loan program for low-income homeowners and for current and prospective Section 8 landlords.
- Affordable housing acquisition and preservation program, including streamlined demolition, acquisition, and disposition processes and mixed finance approval processes.
- Energy Performance Contracting Program.
- Rent Subsidy Program.
- Alternate procurement policy for PHA and its subsidiaries.
- Assessment of additional ways to reduce administrative costs.

The following discussion provides an overview of each of the core objectives.

Establish MTW Family Program

The Moving to Work Family Program is designed to improve the quality of life in and around public and assisted housing by implementing a comprehensive array of family services that include economic, educational, social, and health initiatives.

Comprehensive family services will be coordinated through a central MTW Program Office with satellite offices in the One Stop Centers, ten Scattered Site Community-Based Management Offices, six regional Community Resource Development offices, and five Section 8 Satellite Offices.

In order for any family member to participate in a PHA-operated resident service program, the family will be required, to the extent possible under funding source requirements, to sign an MTW Family Agreement. This strategy will ensure that each family has access to comprehensive, customized assistance. Families interested in accessing PHA and partner service providers will meet with a coordinator, share information about their needs and strengths, and execute an MTW Family Agreement. Staff will link families to services designed to support economic empowerment, such as employment, job training, education, and homeownership.

PHA will expand, for example, its existing homeownership initiatives (5(h), Turnkey III, HOPE VI and mixed finance sites, and the Section 8 Homeownership Program) to make homeownership opportunities available to families who are participating in the Family Program. PHA will also allow for development of a lease/purchase program to increase the accessibility of homeownership to all MTW and MTW-eligible families. The program will counsel and assist eligible families on issues regarding credit history, employment history, savings requirements along with actual housing search.

In Year 1, PHA will promote self-sufficiency primarily through the implementation of the first of three One Stop Centers. The One-Stop Shop Centers will allow PHA to provide supportive services in a comprehensive manner. The concept of the service centers is to provide information, referrals, placement, and follow-up services to meet the needs of PHA's public housing residents, Section 8 participants, and neighborhood residents of all ages. To achieve this goal, PHA has recruited service providers who are experts in assisting residents in becoming self-sufficient and who play an important role in the ongoing economic development of creating balanced communities. PHA has conducted resident needs assessments and has designed its One-Stop Centers to be conveniently located and provide the services most in need by the residents.

Revitalize Neighborhoods Where MTW And MTW-Eligible Residents Reside

PHA has incurred a significant loss of public housing units since 1996 as a result of mandatory closure of units under Section 202. As a result, PHA suffers from a significant shortage of public housing units and has adopted a Replacement Housing Policy to facilitate and expedite the provision of additional units to address the need for low-income housing.

PHA has the largest number of scattered sites units of any housing authority in the country, and will utilize MTW funds to continue its comprehensive strategy for the management, preservation, and redevelopment of these dwelling units. FY 2001 funds will be committed for the rehabilitation of these long-term vacant units.

PHA will also draft a unit-based assistance program as one component of the comprehensive effort to transform its Section 8 housing assistance program. It will enable PHA to prevent the over-concentration of assisted units in specific neighborhoods and recruit additional qualified landlords to increase and disperse the supply of affordable housing, and leverage funds. These provisions will allow PHA to promote establishment of mixed-income communities and improve housing choice.

PHA will continue to expand and target community-policing efforts to support strong communities, both in and around public housing. PHA has established four regional Section 8 Satellite Offices, in North, Northwest, Northeast and West Philadelphia. PHA Police Department officers are assigned to these centers to investigate lease and quality of life violations. The regional offices are key to increasing neighborhood acceptance of the Section 8 program and providing PHA families with easy access to services. The funding flexibility under MTW will allow this program to continue and expand.

Although many of Philadelphia's low and moderate-income neighborhoods are resilient, and their residents and public and private stakeholders invest resources to sustain viable communities, a combination of circumstances continue to constrain the goal of community redevelopment in some neighborhoods. The incidence of vacant and underutilized land and buildings coupled with the gradual but noticeable decline in population and tax base, work to create neighborhoods with uninhabitable buildings, vacant lots, dangerous and unattractive conditions, and declining market values. PHA has over 6,000 standing scattered site units, some over 100 years old, plus an additional 2,000 vacant lots in many of these distressed neighborhoods. The problem is compounded by the City of Philadelphia's identification last year of more than 25,000 buildings that are in imminent danger of collapse. Many of these buildings are row homes that share party walls with PHA properties; and the decline of these neighboring properties seriously threatens the physical integrity and marketability of PHA's properties and the desirability of the neighborhood.

The PHA's development efforts will be carefully coordinated with the MTW Family Program. The lease requirements and/or mortgage agreements, for example, will require residents in the newly developed units of mixed-income communities to be working families and/or making satisfactory progress in their self-sufficiency program and to enter into an MTW Family Agreement. This Agreement will detail the needs of the individual family, and define the resources available along with a strategy to achieve self-sufficiency.

PHA is planning, over the term of its MTW Program, to develop dwelling units in targeted neighborhoods, including HOPE VI developments and other mixed-finance activities. PHA's participation in MTW will assure the greatest benefit for the residents of these distressed neighborhoods.

Once the programs are operational, PHA's goal is to develop 200 to 300 replacement housing units every year over the next ten years. Every effort will be made to fast track the program so that production is higher in the early years when the commitments of subsidy can be made for longer periods of time. It is hoped that its replication and continuation beyond the term of PHA's MTW Program will measure the success of this program.

Convert Existing Section 8 Housing Assistance Program To Local Rent Subsidy Program

PHA proposes to establish a Rent Subsidy Program that will incorporate flexible tenant-based vouchers, enhance mobility counseling and supportive services, develop a unit-based leasing program, and integrate current homeownership programming. Exploration of a program to provide loans to low-income homeowners and Section 8 landlords will occur in FY 2002.

The housing supply available to Section 8 participants is limited by widespread urban blight caused by an aging housing stock and decades of disinvestment. Low-income Section 8 participants often find themselves competing with moderate income, non-assisted households for a fixed or dwindling supply of quality units. An unintended consequence of the Section 8 program has been to further concentrate poverty in these distressed neighborhoods and simultaneously reduce the availability of units, thus driving up the prices for low and moderate income families who do not receive housing assistance.

While Section 8 generally increases affordability, a number of program limitations and requirements have a negative impact on equally critical housing issues such as unit supply and poverty deconcentration efforts. Such Section 8 provisions as payment standard constraints and limited subsidy terms undermine PHA's efforts to use Section 8 Tenant-Based and Project-Based vouchers to increase housing supply and support neighborhood revitalization and contribute significantly to unsuccessful initiatives in other Northeast

cities. Philadelphia has thousands of distressed housing units which, with relatively modest investments, could be returned to good condition and full occupancy but recent efforts by PHA to leverage modest investments in similarly situated properties via a Project-Based Program RFP attracted only one proposal for less than thirty units.

In addition to supply-side issues, Section 8 program participants face other obstacles. The lack of transportation, negotiating skills, security deposit resources, poor credit history, and awareness of regional housing opportunities continues to limit program participants' options in their housing search, despite the fact that PHA has aggressively worked to encourage regional mobility. PHA's participation in the MTW program will provide the flexibility to adjust the Section 8 program in response to local needs while continuing to provide safe, decent housing for low and very-low income households.

In response to local housing market supply and demand factors, PHA will implement modifications to the Section 8 Housing Voucher and Project-Based Program and gradually replace it with a Rent Subsidy Program. The program will increase the range of housing choices available to low-income participants and promote increased utilization of housing vouchers in stable neighborhoods. It will support efforts to increase the supply of affordable housing through comprehensive, coordinated neighborhood revitalization strategies. A restructured Rent Subsidy Program will be designed to accomplish the following: (1) increase overall program utilization; (2) reduce concentrations of poverty; (3) promote housing rehabilitation and neighborhood revitalization efforts; and (4) promote homeownership opportunities for low-income households.

Implement Procedures to Promote Operational Efficiencies Including an Energy Performance Contracting Program

PHA's major efforts in this area will include planning for an energy performance conservation contracting program. In FY 2001, two ESCO firms completed a review and audit of all utility usage at more than 3,500 dwelling units at 21 conventional sites. Telephone systems and all related costs are also under review. Results will determine subsequent actions by PHA regarding utility management.

Much of PHA's housing stock, both conventional and scattered sites contain inefficient and/or outdated energy systems. Most buildings were built before the widespread use of energy efficient lighting fixtures, water conservation measures, use of insulation, storm doors, windows, or an awareness of the need for energy conservation and the availability of new technologies that enhance energy efficiency. Utility and maintenance cost for maintaining existing systems are areas of PHA's operating budget where large efficiencies and savings can be achieved.

Additional areas where PHA will seek management and operational efficiencies through MTW designation include continued implementation of the enterprise resource system and development of a revised procurement policy.

PHA's role in the MTW program is crucial to identifying and assuring that HUD resources are used in the most effective manner possible and that low-income housing stock is being preserved and sustained, and that families have access to comprehensive, quality programs that contribute to their economic empowerment and quality of life.

The following table provides a summary of PHA's proposed MTW activities.

Table ES-1. Philadelphia Housing Authority Proposed Plan for Moving To Work

Mission	To Provide Quality Housing For Low and Very Low Income Families of Philadelphia Well Into The 21st Century By Improving Facilities, Achieving Excellence in Property Management, Providing Opportunities for Resident Economic Enhancement, and By Forming Strategic Partnerships With The Wider Community.									
Objectives	Revitalize Neighborhoods Where MTW and MTW Eligible Families Reside		Establish A Comprehensive Family Program.		Convert Existing Section 8 Housing Assistance Program to the Rent Subsidy Program.		Implement Efficiency, e.g. Energy Performance Contracting			
Programs	Implement Asset Management/Development Strategy for Scattered Sites.	Assist MTW and MTW Eligible Families in Targeted Neighborhoods To Establish PHA as a Positive Influence in Neighborhood Revitalization.	Designate percentage of modernized units in neighborhoods to qualified very low income households.	Establish Comprehensive Family Support Services Program.	Achieve Excellence in the Management of Leased Housing Assistance Program Including Program Compliance.	Project-Based Assistance Program.	Implement Public Safety Programs That Promote The Well Being of Our Neighborhoods and the Accountability of Program Participants.	Conduct Utility Audits of Dwelling Units		
	Revitalize Neighborhoods Where MTW and MTW Eligible Families Reside.	Replace Dwelling Units Lost Since 1996.	Develop Mixed-Financing Packages for Targeted Neighborhoods.	Establish 3 One-Stop Shops.	Complete Establishment of Five Section 8 Satellite Offices.	Ensure Leased Housing Property Owners Meet Criteria for Program Participation.	Implement Microloan Program to Enable Leased Housing Property Owners to Finance Repairs and Modernization.	Negotiate Guaranteed Energy Savings Contract.		
	Streamline Acquisition, Demolition, Disposition, Deprogramming Processes.	Establish Revised Criteria for Selecting Developers for Redevelopment Projects.	Establish Flat Rents and Recertification Process every 2 years.	Establish a Comprehensive Employment and Training Services Program.	Develop and Implement Resident Focused Tenant Responsibility and Lease Enforcement Programs.	Improve Distribution of Leased Housing Assistance Throughout City.	Establish Community Partnerships To Assist PHA in Promoting Public Safety Programs With Accountability.	Implement Energy Performance Program Recommendations and Monitor		
	Establish Flexible Standards for Site Acquisition.	Establish Quality of Life Initiative.	Establish Relationship With FHA as a Preferred Developer.	Establish a Comprehensive Economic Development and Entrepreneurial Training Program.	Provide Counseling and Support Services to Promote Opportunities in Neo-Traditional and Non-Traditional Neighborhoods.	Implement Targeted Site-Based Waiting List Initiatives.	Improve Program Compliance, Reporting, Performance and Accountability.	Implement efficiency, including new procurement policy and enterprise resource system.		
Certify	At least 75% of the families assisted will be very low income households at the time they enter the program.									
	PHA would establish a reasonable rent policy to encourage employment and self-sufficiency.									
	PHA would continue to assist substantially the same total number of low-income families as were assisted before MTW.									
	PHA would assure that assistance would go toward housing that meets HUD standards.									
Outcome	Neighborhood Clean-Up.	Improved Housing Stock Quality.	Neighborhood Stabilization.	Rental Housing Stock Stability.	Neighborhood Investment.	Neighborhood Revitalization.	Neighborhood Balance.	Improve Economic Diversity in City Neighborhoods.		
	Increased Homeownership.	Increased Resident Self-Sufficiency.	Decreased Federal Costs	Preserve Supply of Rental Housing for Non-Assisted, Moderate Income Households in the City.	Reduce Energy Costs and Consumption.	Preserve Low Income Housing Assistance	Nationwide Model Program.	Preserve PHA Housing Stock		

MOVING TO WORK PLAN
YEAR ONE

Section I: Households Served

This section provides information about the types of units and characteristics of families served by the Philadelphia Housing Authority in public and Section 8 housing.

A. Number and Characteristics of Households Served.

Unit Size. The number and unit size of PHA households are presented in Table 1-1. Section 8 housing accounts for more than 52% of total number of households served by PHA.

Table 1-1. Number and Unit Size of PHA Households.

Housing Type/Program	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Total
Conventional	499	1,580	2,626	2,005	517	89	8	7,324
Scattered Sites	0	34	531	2,327	663	602	237	4,394
Section 8	<u>506</u>	<u>2,216</u>	<u>3,369</u>	<u>5,834</u>	<u>918</u>	<u>195</u>	<u>50</u>	<u>13,088</u>
Program Total	1,005	3,830	6,526	10,166	2,098	886	295	24,806
Percentage	4.1%	15.4%	26.3%	41.0%	8.5%	3.6%	1.2%	

Source: CCS, October 1, 2001.

Family Type. The number and type of households served by PHA are presented in Table 1-2. Family households represent 59% of all households served by PHA, with an equal percentage of family households (59%) residing in Section 8 housing.

Disabled households represent 22% of the total households served by PHA with the greatest number of disabled households residing in Section 8 units. Elderly households represent 19% of the total population served. The largest proportion of elderly households is located in conventional type housing.

Table 1-2. Composition by Family Type for All Public Housing and Section 8 Households.

Housing Type/Program	Family	Percent Families	Elderly	Percent Elderly	Disabled	Percent Disabled	Program Totals	Percent Program
Conventional	3,821	26%	2,008	43%	1,495	27%	7,324	29%
Scattered Sites	2,240	15%	1,058	23%	1,096	20%	4,394	18%
Section 8	<u>8,616</u>	59%	<u>1,564</u>	34%	<u>2,908</u>	53%	<u>13,088</u>	53%
Program Totals	14,677		4,630		5,499		24,806	
Percentage	59%		19%		22%			

Source: PHA CCS, October 1, 2001.

Income Groups. 20,180 households, (81.4%) of the total households served by PHA, have incomes below 30% of the Median Income as indicated in Table 1-3.

Households with incomes over 80% of the Median Income, represented less than 1 percent of households served. Section 8 households represented fifty-three percent of all households below 30 percent of Median Income.

Table 1-3. Income Levels of Existing PHA Residents and Section 8 Participants.

Housing Type/Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Conventional Housing	6,188 (31%)	818 (23%)	255 (28%)	63 (41%)	7,324
Scattered Sites	3,391 (17%)	668 (19%)	263 (29%)	72 (46%)	4,394
Section 8	10,601 (52%)	2,080 (58%)	387 (43%)	20 (13%)	13,088
Program Totals	20,180	3,566	905	155	24,806
Percentage	81.4%	14.4%	3.6%	0.6%	

Source: PHA CCS, October 1, 2001.

Housing Type. The Section 8 Program had a total of 13,088 units leased as of October 1, 2001, representing more than 53% of the total households served by PHA (Table 1-4). PHA's public housing units include a large portfolio of 4,394 scattered sites units representing more than 37 percent of the total public housing units. Conventional public housing units totaling 7,324 units in 64 developments are predominantly distributed in areas of north, west, south and southwest Philadelphia.

Table 1-4. Type of PHA Households.

Housing Type/Program	Total	Percentage
Conventional	7,324	30%
Scattered Sites	4,394	17%
Section 8	13,088	53%
Program Total	24,806	

Source: CCS, October 1, 2001.

Race and Ethnicity. Table 1-5 presents the composition of PHA households by race/ethnicity. The greatest percentage (86.6%) of households served by PHA is represented by African-Americans. More than 9 percent of households are White followed by 2.6% Hispanic households.

**Table 1-5. Composition by Race/Ethnicity for All Household Members
of Public Housing and Section 8 Housing.**

Housing Type/Program	African-American	White	Hispanic	Asian/Pacific Island & Native American	Other
Conventional Housing	6,965	252	90	14	3
Scattered Sites	3,901	37	448	5	3
Section 8	11,329	1,229	337	115	78
Program Totals	22,195	1518	875	134	84
Percentage	86.6%	9.4%	2.6%	0.9%	0.6%

Source: PHA CCS, October 1, 2001.

B. Number and Characteristics of Households on Waiting Lists.

Number of Applicants for Public Housing. As of October 1, 2001, there were 7,191 applicants for public housing. More than half of these applicants were seeking two-bedroom units (Table 1-6). More than two-thirds of all applicants were represented by families (Table 1-7). Twenty-four percent of these families were applicants for public housing representing 4,265 households.

Greater than 75 percent of applicants on the waiting lists had incomes of less than 30 percent of the Median Income (Table 1-8). For applicants for public housing, 6,450 households had incomes of less than 30 percent of Median Income. African-Americans represented more than 85 percent of all applicants (Table 1-9).

Number of Applicants for Section 8 Program. PHA reopened its Section 8 waiting list in November 2000 and received approximately 27,000 applications. As of October 1, 2001 PHA had 18,587 applicants on its waiting list for Section 8 assistance. Disabled applicants for Section 8 assistance represented 3,696 households, while elderly applicants for Section 8 assistance was represented by 1,645 households. Sixty-eight percent of applicants seeking Section 8 assistance and representing 13,514 households had incomes of less than 30 percent of Median Income.

**Table 1-6. Composition by Bedroom Size Need for All Waiting List Applicants
for Public and Section 8 Housing.**

Housing Type/Program	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified
Public Housing	255	3,760	662	106	12	5	2,391
Section 8 Housing	176	3,297	1,720	343	55	7	12,989
Program Total	431	7,057	2,382	449	67	12	15,380
Percentage	1.7%	27.4%	9.2%	1.7%	0.3%	<0.1%	59.7%

Source: PHA CCS, October 1, 2001.

**Table 1-7. Composition by Family Type for All Waiting List Applicants
for Public and Section 8 Housing.**

Housing Type/Program	Family	Elderly	Disabled	Total
Public Housing	4,265 (24%)	258 (14%)	2,668 (42%)	7,191
Section 8 Housing	13,246 (75%)	1,645 (86%)	3,696 (58%)	18,587
Program Totals	17,511	1,903	6,364	25,778
Percentage	67.9%	7.4%	24.7%	

Source: PHA CCS, October 1, 2001.

**Table 1-8. Income Levels for All Waiting List Applicants
for Public and Section 8 Housing.**

Housing Type/Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	6,450	618	115	8	7,191
Section 8	13,514	3,483	1,244	346	18,587
Program Totals	19,964	4,101	1,359	354	25,778
Percentage	77.4%	15.9%	5.3%	1.4%	100%

Source: PHA CCS, October 1, 2001.

**Table 1-9. Composition by Race/Ethnicity for All Waiting List Applicants
for Public and Section 8 Housing.**

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other
Public Housing	6,676	223	216	35	41
Section 8	15,425	1,961	558	72	571
Total	22,101	2,184	774	107	612
Percentage of Total	85.7%	8.5%	3%	<1%	<2.4%

Source: PHA CCS, October 1, 2001.

Waiting List Issues and Proposed Actions. Income levels of applicants for public housing are likely to remain constant, with the vast majority of applicants below 30% of the Area Median Income adjusted for family size. With 18,000 new applicants on the Section 8 Voucher waiting list, PHA does not anticipate reopening the waiting list in FY 2001.

PHA will concentrate efforts on increasing the inventory of housing units available for both public housing and the Section 8 Program. The number of existing applicants on the Section 8 waiting list is anticipated to decline over the course of PHA's participation in MTW.

PHA will continue its outreach to the Hispanic and other non African-American minorities in order to increase the ethnic diversity of its communities. Strategies include advertisement in non-English speaking publications, hiring of Spanish-speaking staff, and conducting briefings and other informational sessions in Spanish. Tenant Support Services, Inc., a resident-operated non-profit subsidiary of PHA, has also received funding to work with community development and social service agencies to provide fair housing education to Section 8 voucher participants at workshops. The workshops will target low-income communities and particularly those with large Latino populations.

During MTW Year 1, PHA will begin to develop a marketing plan to improve outreach and access to all population groups, including Hispanic and other non-African American population groups. Specifically, in Year 1, PHA will identify potential strategies for outreach to racially and ethnically diverse population groups. In Year 2, PHA intends to develop a specific work plan and budget for outreach and marketing activities.

C. Projected Number of Households to be Served.

1. Public Housing Households. PHA anticipates an increase of approximately 250 public housing households served in Year One.
2. Section 8 Households. PHA intends to have leased 12,500 non-targeted vouchers by March 31, 2002, which will represent an increase of approximately 1,000 Section 8 households served in Year One of MTW.

Table 1-10. Projected Number of Households Served by March 31, 2002.

Type of Household	Total Number of Households as of April 1, 2001	Projected Total Number of Households for March 31, 2002
Public Housing Family Households	11,057	11,304
Public Housing Elderly Households	1,121	1,110
Section 8 Family Households	11,473	12,500
Program Totals	23,651	24,914

D. Impact of MTW on Households Served.

The total number of households served by the end of Year One of the MTW Agreement is anticipated to increase by approximately 1,250 households.

Section II: Occupancy and Admissions Policies

A. Statement of Policies Governing Eligibility, Selection and Admissions, Assignment and Occupancy of Families, including the Admissions Policy Under Section 16(a)(3)(B) for Deconcentration of Lower-Income Families.

This Section provides information on policies governing eligibility, selection, admissions, assignment and occupancy of families that are served by the Philadelphia Housing Authority.

Eligibility, Selection and Admissions, Assignment and Occupancy of Families. PHA requests criminal records and sex offender records from local, state and Federal agencies for screening applicants for both public and Section 8 housing. Eligibility is verified for applicants for public housing when applicant reaches 150 on the waiting list. Public Housing applicants must meet the credit check criteria. Eligibility for Section 8 is verified by random selection process as well as program preferences.

PHA intends to revise the Admissions and Occupancy Policy in Year Two to allow occupants of acquired properties to be certified as public housing residents, per eligibility requirements. This would allow those families to relocate into public housing units and given a preference to return to their original site upon development completion. These same families, if eligible, may also consider relocation to privately managed public housing developments, referred to as Alternatively Managed Entities (AMEs).

PHA Home Selection Day. PHA has implemented a highly successful strategy, referred to as the Home Selection Day Program to lease up units efficiently. The overall aim of this program is to offer more opportunity and choice to prospective residents of public housing in need of safe, decent and affordable housing. Home Selection Day helps families find the housing that best meets their needs and provides PHA with a way to more effectively manage the waiting list. Home Selection also provides an opportunity for applicants to become acquainted with PHA staff and other residents.

This strategy, Home Selection Day, has increased resident satisfaction and reduced administrative overhead significantly. When units are coming on line, for example, as a result of completion of comprehensive modernization projects, qualified residents at the top of the waiting list are notified of a particular day on which they will be offered available units at several properties. On that day, Home Selection Day, qualified applicants meet at PHA offices, and will be presented information on the units available and taken on a bus tour of the properties and shown sample units, or in some cases, a decorated model unit. Applicants are provided with time to reflect on units viewed before making a selection. This approach has proven very effective in leasing vacant units efficiently and effectively, with satisfied customers.

Deconcentration. PHA's MTW Family Program is intended to increase incomes of families currently utilizing PHA housing assistance, contributing to deconcentration. The Program will include a housing search component for those families in the Leased

Housing Program. Expanded and integrated community policing and lease enforcement efforts are intended to improve conditions in developments and communities where PHA housing exists, to attract a greater mix of incomes. Finally, PHA will acquire and rehabilitate properties to attract diverse incomes through targeting special populations.

Incentives to Promote Family Self-Sufficiency. In Year Two, PHA will adopt flat rents in public housing and restructure the annual and interim review processes in public housing so that re-certifications will be conducted every three years for those families who choose flat rents rather than income based rents. Reporting of income changes will still be required. PHA will begin to revise the Admissions and Occupancy Policy to incorporate these economic incentives for families.

B. Statement of Rent Policy.

Market-Based Flat Rent. In a continuation of PHA efforts to manage its housing using proven private sector methods, PHA is laying the groundwork during FY 2001 to adopt a schedule of market-based rent caps for conventional sites. The schedule of market-based rent caps will establish a schedule of maximum rents that will insure that public housing residents will pay no more for their units than for comparable units in the private market. In determining the schedule of market-based rent caps, PHA will consider the quality, location, type and age of the unit as well as amenities available.

Section III: Changes in Housing Stock

This Section describes the number and types of housing units and Section 8 vouchers existing as of April 1, 2001 and a projection for the number of these units for March 31, 2002. A summary of this data is presented in Table 3-1.

A. Existing Number of Housing Units Available on April 1, 2001.

Section 8. PHA had 15,697 Section 8 non-targeted tenant-based vouchers available April 1, 2001.

Public Housing. PHA had approximately 14,787 family public housing units, and an additional 1,255 units available for elderly/disabled and/or elderly only available as of April 1, 2001.

B. Projected Number of Housing Units Available for March 31, 2002.

Section 8 Program. PHA anticipates an increase of approximately 1,100 non-targeted vouchers/certificates available by March 31, 2002. PHA will utilize 100% of the Section 8 budget authority through voucher issuance, Section 8 administrative costs, and other uses as authorized in the MTW Agreement and described in the Plan.

Public Housing. No significant change is anticipated in number of available public housing units at either family or elderly only developments by March 31, 2002.

**Table 3-1. Number of Public Housing Units and Section 8 Vouchers
Existing and In Use in Year One of MTW.**

Housing Programs	Current	Current	Projection	Projection
	Available	In Use	Available	In Use
	April 1, 2001	April 1, 2001	March 31, 2002	March 31, 2002
Section 8 Tenant-Based Vouchers/Certificates (Non-Targeted)	15,697	11,473	16,810	12,500
Section 8 Moderate Rehabilitation	981	949	988	900
Other Vouchers and Certificates	190	2	301	166
Public Housing: Family Units ¹	14,787	11,057	14,799	11,304
Public Housing: Elderly Disabled and Elderly Only Developments ¹	1,255	1,121	1,255	1,110
TOTAL PHA UNITS	32,910	24,602	34,153	25,980

¹Standing Units. This number represents units potentially available for occupancy. PHA's entire housing inventory includes all standing units including those pending demolition and disposition. The standing unit count for public housing units equals 18,831 as of September 30, 2000.

Section IV: Sources and Amounts of Funding

This Section describes the sources and amounts of funding included in the consolidated MTW budget, the sources and amounts of funding outside the MTW budget and a combined budget statement.

A. Sources and Amounts of Funding Included in the Consolidated Budget Statement.

Table 4-1 presents the funding streams and amounts received by PHA in FY 2001 that would be eligible for consolidation as the MTW Block Grant. Sources of funds include those funds previously designated for Section 8 vouchers.

**Table 4-1. Sources and Amounts of Funding
Included in the MTW Block Grant.**

Revenue Sources	FY 2001 Budget
Dwelling Rental Income	14,418,103
Interest Income/Other ¹	5,854,906
Section 8 Subsidy and Admin Fee	127,138,064
Capital Subsidy ²	84,758,206
Operating Subsidy	99,580,919
Total Revenues	\$331,750,198

¹Excludes \$1 Million in Operating Subsidy from Capital Program.

²Includes Replacement Housing Funding for FY 2001.

B. Sources and Amounts of Funding Outside the Consolidated MTW Budget Statement.

The Philadelphia Housing Authority receives contributions from several sources including city, state and other federal sources, which would not be eligible for consolidation into the MTW Block Grant. These funding sources are listed in Table 4-2.

**Table 4-2. Sources and Amounts of Funding
Outside the MTW Block Grant.**

Revenue Sources	FY 2001 Budget
Drug Elimination Program ¹	\$5,862,362
Resident Opportunity and Self-Sufficiency Grants	332,037
Section 8 Subsidy and Admin. Fee	7,129,816
Other Federal Grants:	2,100,430
Non-Federal Sources: City of Philadelphia, ChildCare Food Program, Summer Feeding Program, Senior Program, Adult Basic Education, etc.	3,742,828
Total Revenues	\$19,167,473

¹ Appendix D: Drug Elimination Program FY 2001.

C. Consolidated Budget Statement.

A combined statement of both the funds included in MTW and those funds outside of the MTW Budget are presented in Table 4-3.

Table 4-3. Summary of MTW Funds and Non-MTW Funds.

Revenue Sources	FY 2001 Budget
Dwelling Rental Income	\$14,418,103
Interest Income/Other*	5,854,906
Section 8 Subsidy and Admin Fee	134,267,880
Capital Subsidy	84,758,206
Operating Subsidy	99,580,919
Grants	12,037,657
Total Revenue	\$350,917,671

*Excludes \$1 Million in Operating Subsidy from Capital Program.

Section V: Uses of Funds

A. Previous Year Expenditures.

The focus of FY 2000 activities was to increase the effective number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most FY 2000 activities centered on improving the usage of the systems, teams, procedures and a reorganized administrative structure that was implemented during the preceding 18 months. By completing the implementation of the reorganized structure, PHA is now in the position to further improve the delivery of services and provision of housing for low-income households.

B. Planned Expenditures.

Table 5-1. Consolidated Budget in FY 2001

Project	Budget
Public Housing	\$119,634,986
Capital Funds	84,758,206
Local Rent Subsidy Program	134,486,822
Other Grants	12,037,657
TOTAL	\$350,917,671

Reduced Administrative Costs

Major management initiatives proposed for FY 2001 include the continued implementation of the Enterprise Resource Planning (ERP) system, PeopleSoft. Because of the magnitude of the project, the application is being implemented in phases. The first phase consisted of PeopleSoft's General Ledger, Accounts Payable, Inventory, HRMS/Payroll/Time & Labor and Purchase Order Modules, which includes a requisition system. Through the new Time & Labor Module, for example, PHA has been able to realize savings by allowing departments to send in time entry data through the internet.

The second phase of ERP will be implemented during FY 2002 and will consist of PeopleSoft's Project Costing, Grants and Asset Management (fixed assets) modules. The implementation of the ERP software has already enhanced PHA's ability to deliver quality services to our residents and maintain a centralized system for data.

PHA will continue to realize additional cost-savings and efficiencies in labor through technological innovations such as conducting inspections using wireless technology and providing inspection results to owners and occupants through the internet.

In FY 2002 PHA will concentrate its efforts on streamlining the administration of its programs and reducing the expenditure of resources on unnecessary activities by drafting an alternative procurement policy for PHA and its subsidiaries. This alternative procurement policy will be provided to HUD for review and will follow the concepts established in 24 CFR 84 and 85 with waivers as approved by HUD in approving the alternative procurement policy. PHA intends to draft an alternative procurement policy for PHA and its subsidiaries. This alternative procurement policy will be provided to HUD for review and will follow the concepts established in 24 CFR Parts 84 and 85 with waivers as approved by HUD in approving the alternative procurement policy. (Please see draft in Appendix I.)

The PHA goal to reduce the number of vouchers returned without a lease will benefit PHA and its clientele by both reducing the frustration felt by voucher recipients and by reducing administrative costs of the program. This will be one of the directing principles for the redesign of the Section 8 program into a Leased Housing Program that will be introduced in FY 2002. This new program will revise the process for re-certification to every two years. This provision will both reduce administrative costs and build in an incentive for assistance recipients to seek full employment and self-sufficiency. The two year re-certification process (three for families who select flat rents) will also be introduced in a revised Admissions and Continued Occupancy Policy for public housing residents.

Under the flexibility allowed by the MTW Block Grant, PHA will be able to fund security services for as long as needed. In FY 2001 PHA will incorporate investigative and lease enforcement services into the comprehensive MTW Family Program.

In future years PHA will be looking at ways to reduce administrative costs by working with HUD to streamline the demolition/disposition process and the mixed-finance approval process. With HUD's assistance, PHA will explore ways of streamlining or consolidating the required submissions so that staff time and costs are reduced. This will be instrumental in allowing PHA to accomplish its goals of affordable housing preservation, acquisition, development and redevelopment. Other areas where PHA will examine ways to reduce costs proposed in FY 2002 include the following:

- A review of Human Resource's filing systems and management practices to enhance the application of the PeopleSoft system, and the implementation of management improvement recommendations from detailed management assessments;
- A management assessment/review of the Finance Department's operations;
- An organizational development review in order to improve employee communication and staff capacity; and
- A Customer Relations Management Program to improve communications and services to residents.

C. Description of Changes in Uses of Funds as a Result of MTW Designation.

With the flexibility afforded under the MTW designation, PHA will be able to pursue the following programs:

Rehabilitation/New Construction of Long-Term Vacant Scattered Sites. PHA intends to rehabilitate approximately 200 scattered sites units for low-income families using FY 2001 MTW funds.

Suffolk Manor Acquisition and Rehabilitation. PHA is planning to participate in the acquisition and rehabilitation of a project will preserve 137 affordable units in the Logan/Olney neighborhood of Philadelphia. It will require \$18 million in total development costs, of which PHA has already advanced \$3.2 million for acquisition. PHA's affiliated subsidiary will serve as the developer. Approximately \$10 million of the total project costs will be funded through low-income housing and historic tax credits. A portion of the MTW funds contributed to the project will be structured as a short-term loan to cover expenses until the projected equity can be raised. When this loan is repaid, currently projected for FY 2004, the funds will be reinvested in future unit preservation and development projects.

Mt. Olivet Village. This project is located at 642 North 41st Street, Philadelphia, Pa. and was built in 1967 as HUD 202 elderly housing. It was a product of the great society programs and the stalwart efforts of the Mt. Olivet Tabernacle Baptist Church. Through the years many of the church's senior citizens have stayed at the complex. Its unique construction facilitates the village concept. Half of the existing apartments are garden style with exterior doors facing a common walkway, providing neighbors with casual interface at their leisure. Presently there are 42 buildings, each with two floors, totaling 218 dwelling units. Once renovated, the development will provide housing for 158 individuals and families. The development will be reduced in size from 218 units to 158 units.

Cambridge Plaza. This new development is a 44-unit complex of two-story duplexes and twin homes located on portions of five blocks in lower Eastern North Philadelphia. When completed, Cambridge's twin and duplex community will join the successful and recently completed, neighboring Poplar Nehemiah homeownership development, and the proposed Richard Allen townhouses and twin rental apartments in establishing an attractive and affordable community adjacent to Philadelphia's Center City.

These units will include 10 one-bedroom units, 14 two-bedroom units, and 20 three-bedroom units. Each unit will have a front porch, central air conditioning, range/oven and garbage disposal, gas-fired heat, wall-to-wall carpeting and off-street parking.

The remainder of the site of Cambridge Plaza is planned to be developed further with 80 additional newly constructed semi-detached and row townhouses. A substantial number of these units will be designated for homeownership (lease-to-purchase) and the

remaining units will be designated as rental public housing units. The Cambridge Plaza site will consist of 124 units when completed.

Energy Performance Contracting. Energy audits were conducted by two energy contractors at 3,966 dwelling units in FY 2001 representing 21 PHA developments. The audits identified deficiencies and suggested energy conservation measures.

Obligation and Expenditures. PHA will obligate/expend MTW funds within four years of receipt of funding.

D. Reserve Balance and Adequacy of Reserves.

PHA has increased its Low Rent reserve every year since the fiscal year ended March 31, 1998. PHA has now increased its operating reserve to \$31.3 million as of March 31, 2001. This is over two months of cash flow for PHA's public housing program. This level of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may temporarily reduce reserves from time to time. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money. Additionally, PHA will explore owning real estate for administrative offices in lieu of leasing space.

Prior to April 1, 1999 PHA was self-insured for personal injury claims. Asserted and unasserted claims are accrued based on PHA's experience and the advice of an independent claims manager. Within the next two years as the potential for claims against the Self-Insurance Fund are reduced, PHA will reexamine its personal injury self-insurance requirements. In addition to the reserve for general liability maintained for claims from the period during which PHA was self-insured, PHA maintains the reserves required by its current insurance carriers for general liability and Worker's Compensation. PHA will receive one month's project reserve under MTW in Year One.

Section VI: Capital Planning

This section describes PHA's major capital needs, costs, and the projected timetable for addressing these needs. It also identifies planned capital expenditures, demolition and disposition requests, and homeownership activities for FY 2001 that began on April 1, 2001 (Appendices A and B). PHA's Capital Planning strategy is designed to support, rehabilitate and modernize the infrastructure of neighborhoods where PHA residents live.

A. Major Capital Needs and Projects, Estimated Costs and Proposed Schedules

The Philadelphia Housing Authority maintains a current physical needs assessments that includes estimated costs for all facilities for the purposes of capital planning. The total capital funds needed at the present time are estimated at nearly \$1 Billion exclusive of soft costs. This breakdown of needs by development is presented in Table 6-1. Capital needs continue to exceed the supply of funding resources. PHA has, therefore developed a Capital Investment Strategy for the next 20 years, in order to strategically invest in those projects and programs that offer the best opportunities to increase the value of PHA's infrastructure and the livelihoods of MTW and MTW eligible residents. This capital funds investment strategy also seeks to leverage additional funding resources for HOPE VI and mixed-finance sites through program awards, private equity from tax credits, agreements and partnerships with other government programs, private developers, neighborhood organizations and service providers, as more clearly described in Appendix C.

Table 6-1. Estimated Capital Funds Needed by Development.

Property	Estimated Capital Costs	Proposed Time Schedule
Johnson Homes	\$65,000,000	2003-2011
Tasker Homes (Bond)	142,000,000	2002-2022
Richard Allen III ¹	14,300,000	2002-2004
Wilson Park	500,000	2002
Norris (High-Rise/Low-Rise)	10,000,000	2003,2006,2020,2021
Harrison Plaza	24,000,000	2002,2004-2008
Cambridge ¹	18,125,077	2002-2005
Mill Creek ¹	4,600,000	2002-2005
Arch Homes	5,000,000	2019
Spring Garden Apts	14,500,000	2006-2008
Schuylkill Falls ¹	2,200,000	2001-2002
Liddonfield	27,000,000	2003-2006, 2009-2010
Hill Creek	19,980,000	2002-2003, 2006,2015
Abbottsford	24,000,000	2010-2012
Bartram Village	5,100,000	2003,2013
Continued on next page		

Property	Estimated Capital Costs	Proposed Time Schedule
Oxford Village	13,000,000	2002,2004-2005,2016-2017
Whitehall Apartments	20,740,000	2002-2007
Haddington Homes	9,000,000	2019-2021
Martin Luther King ¹	0	NA
Morton Homes	15,000,000	2005,2011,2012
West Park Apartments	23,806,019	2004,2015
Champlost	2,000,000	2016
Queen Lane	6,000,000	2005,2006,2012
Mantua Hall	15,000,000	2006,2018
Haverford Homes	718,628	2012
Blumberg	7,300,000	2003,2004
Passyunk Homes ²	0	NA
Parkview	0	NA
Fairhill Apartments	2,000,000	2006,2014
Paschall Apartments	16,756,836	2004,2016,2017
Point Breeze	1,444,189	2012
Katie B. Jackson	5,060,000	2019-2021
Collegeview	1,636,024	2003,2012
Holmecrest Homes	5,200,000	2013
Emlen Arms	250,000	2014
Bentley Hall	3,401,161	2013
Plymouth Hall	4,528,464	2005,2013
Germantown House	7,733,123	2014
Westpark Plaza	3,250,000	2004,2014
Cecil B. Moore	837,138	2014
Arlene Homes	1,159,297	2003,2014
Raymond Rosen (On-Site: New Construction)	6,500,000	2002
Raymond Rosen (Off-Site) ¹	5,600,000	2002-2003
117 Unit Scattered Site New Development	17,280,000	2002-2003
Scattered Site New Development	150,000,000	2002-2021
Mt. Olivet ¹	6,800,000	2003-2005
Suffolk Manor ¹	5,080,000	2002-2004
RDA Acquisitions and Rehab	8,000,000	2003-2006
Scattered Site Modernization	200,000,000	2002-2021
Wilson Park III (Bond)	18,000,000	2002-2004
TOTAL	\$959,385,956	

¹Capital Funding needed for HOPE VI and Mixed-Finance Developments.

²Demolition grant awarded in FY 2001.

B. Planned Expenditures

Table 6-2 presents a list of capital improvement programs underway in FY 2001 as a result of capital funding allocated/awarded in FY 2001 and previous years.

Table 6-2. Capital Programs in FY 2001.

Development Name	Scope of Work	Construction Cost	Completion Date
Blumberg	Modernization	\$4,000,000	May 2003
Blumberg	Security System	1,156,000	Aug 2002
Harrison	Security System	385,572	Oct 2001
Harrison	Balcony Enclosures	1,284,000	Aug 2002
Harrison	Lobby Entrance	275,000	Dec 2002
Harrison	Kit/Bath/Handicap Accessibility	3,260,000	Mar 2003
Hill Creek	Comprehensive Modernization	20,000,000	Mar 2006
Hill Creek	New Heating System	2,720,000	Apr 2002
Liddonfield	Community Bldg Addition	350,000	July 2002
Mantua Hall	Waterproofing	743,000	Nov 2001
Norris	Landscaping	984,180	Mar 2002
Norris	Masonry Repairs	450,000	Oct 2002
West Park	Security System	797,236	Mar 2002
West Park	Boiler Replacement	410,000	May 2002
West Park	Playground and Parking Lot	525,000	Dec 2001
West Park	Window Replacement	666,436	Dec 2001
West Park	Concrete Rehab	1,000,000	Nov 2002
West Park	New Management Office	20,000	Mar 2002
Whitehall	Comprehensive Modernization	18,000,000	Oct 2004
Wilson Park	Comprehensive Modernization	18,000,000	Oct 2003
Wilson Park	Waterproofing	50,000	Jul 2002
Richard Allen ¹	New Development	14,300,000	Dec 2003
Cambridge I ¹	New Development	3,800,000	Dec 2004
Scattered Site ¹	New Development/Infill/Rehab	14,704,000	Jun 2003
Suffolk ¹	Modernization	3,500,000	Dec 2003
Mt Sinai ¹	Modernization	1,500,000	Dec 2002
PHA-Wide	Sparkle Plus	9,000,000	Ongoing
Warehouse	Installation of Shelving	17,000	Apr 2002
TOTAL		\$121,897,424	

¹ Capital portion of funding required for redevelopment.

Planned/Potential Demolition and Disposition Requests.

Appendix A contains a list of all planned/potential demolition and disposition requests anticipated in FY 2001.

C. Homeownership Activities.

With MTW flexibility, PHA seeks to integrate all homeownership programs including homeownership in the HOPE VI and mixed-finance developments into the MTW Family Program. This will enable residents interested in purchasing a home to have access to housing counseling, housing search assistance, assistance with credit history repair, and supportive services and economic development programs all at one location. PHA will also begin to develop a lease purchase program.

PHA will expand the original Section 8 Homeownership Demonstration Program into a Mortgage Assistance Program so that all qualified and interested families can purchase a home using Section 8 assistance. The expansion of the program will provide additional incentive to families to purchase should PHA implement time limits on Section 8 rental assistance.

In FY 2000, the Homeownership Program sold 108 units through the PHA Homeownership Program: 31 units in the Turnkey III Whitman Park Development, 8 units in Turnkey III Brown Street Village and 69 units in the 5(h) Homeownership Program. In 1999-2000, 38 Scattered Site units were sold.

PHA's 5h component has as its goal the sale of 300 single-family scattered site units. To date, the program has reached 6,000 PHA residents by direct mail and telephone solicitations. One hundred seven (107) scattered site residents have purchased their homes. Currently, 76 additional residents are working with nine housing counseling agencies to prepare for homeownership.

Through its Section 8 Homeownership Program, PHA seeks to provide Section 8 assistance for homeownership to 50 families. Four homes have been sold; four families are approved to purchase and are seeking homes; 19 families are in the pre-approval process; and 69 families have been identified as homeownership candidates based on income and credit history.

The Turnkey III Program consists of two sites, the Whitman Park Plaza located in the vicinity of Front and Oregon Streets in South Philadelphia, with 120 town home units, and Brown Street Village, located in the art museum area of 20th and Brown Streets, consisting of 87 units. A total of 43 units are remaining to be sold, 40 at Whitman Park and 3 at Brown Street Village.

MTW Program Descriptions. Descriptions of programs to be implemented throughout the term of the designation are located in Appendix I.

Section VII: Management Information for Owned and Managed Units

This Section provides information on Philadelphia Housing Authority management performance indicators for housing units under PHA management. Data on vacancy rates, uncollected rents, work order response time and dwelling unit inspections are presented as of April 1, 2001. Projections for these performance indicators have also been developed for the end of the reporting period of March 31, 2002. In the Annual Report these projections will be compared to actual rates.

In FY 2001, site-based management plans and budgets were established as performance goals both in terms of property management as well as for the physical conditions of each site. Each site now receives an automated monthly budget management report. Over two thirds of PHA property managers are now certified as Accredited Residential Managers by the Institute for Real Estate Management (IREM). PHA intends to have 100% of its property managers certified by IREM.

PHA will adopt flat rents and restructure the annual and interim review processes at conventional sites so that re-certifications will be conducted every three years for those families who choose flat rents rather than income-based rents. PHA will begin to revise the Admissions and Occupancy Policy to incorporate these economic incentives for families.

In addition, PHA presently has six privately managed public housing sites (Alternatively Managed Entities) which are held accountable through regulatory and operating agreements with PHA for the below referenced performance indicators. PHA will continue to hold them accountable for their performance under the term of the MTW designation, and negotiate amendments to their agreements as needed to implement elements of MTW.

PHA will work with HUD to develop and conduct a Resident Satisfaction Survey, to be modeled after surveys approved by HUD for use at other MTW designated Housing Authorities.

A. Vacancy Rates.

1. Vacancy Rates by Property as of April 1, 2001. PHA had an actual vacancy rate of 24.1% and an adjusted vacancy rate of 11.6% as of April 1, 2001. Rates for each development are presented in Appendix E. A significant change from the reported vacancy rates for April 1, 2001 is not anticipated by the end of the reporting period of March 31, 2002.
2. Issues and Proposed Actions. PHA will continue in its efforts with Home Selection Day to assist in Vacancy Reduction by providing applicants with a wider variety of options for unit selection and assignment. PHA will continue to

closely monitor the lease enforcement and compliance unit activities. Additionally through the comprehensive modernization and Sparkle Plus Program, PHA intends to further reduce vacancy rates by improving the dwelling units, common areas, the exterior appearances of these developments, and the overall quality of life of these neighborhoods.

B. Rent Collections.

1. Percentage of Uncollected Rents as of April 1, 2001. PHA's percentage of uncollected rents was 6.11% as of April 1, 2001. Percentages of uncollected rents for each development are presented in Appendix F.
2. Issues and Proposed Actions. Operations issues a five-day notice for residents who do not pay timely rent, which is followed up by personal contact from the Manager (repeatedly, if necessary). PHA's Housing Operations staff go directly to the units of residents with delinquent rents. Teams have been designated to work together to collect rents at developments with poor rent collection. In addition, staff monitor daily posting of rent receipts. After all efforts to collect rent have been exhausted, delinquent residents are referred to the Non-Compliance Unit to initiate legal proceedings. The Lease Enforcement and Compliance Unit's responsibilities include initiation of the eviction process for non-payment of rent.
3. Target Projection of Uncollected Rents as of March 31, 2002. PHA anticipates a five percent reduction from the reported rate for uncollected rent for April 1, 2001.

C. Work Orders.

1. Work Order Response. Appendix G provides the percentage of emergency and routine work orders responded to within the respective prescribed times.
 - Percentage of Responses for Emergencies Work Orders within 24 Hours. PHA responded to 100% of emergency work order within 24 hours as of April 1, 2001.
 - Percentage of Responses for Routine Work Orders within 30 days. PHA responded to routine maintenance work orders with an average rate of less than 10 days as of April 1, 2001.
2. Issues and Proposed Actions. PHA has successfully resolved the backlog of work orders that existed five years ago. PHA intends to maintain current response times to emergency and routine work orders.
3. Target Projection for Response Times as of March 31, 2002. PHA expects to continue to meet or exceed current response times for emergency work orders by

the end of the reporting period, March 31, 2002. For routine work orders, PHA expects to further reduce response time from the reported average for April 1, 2001 of 10 days.

D. Inspections.

Description of Inspection Strategy. PHA will continue to inspect public housing units, public areas, grounds and systems annually using the UPCS inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health and safety violations and deficiencies within the units.

Planned Inspections for FY 2001. Appendix H provides the percentage of units inspected in FY 2001. PHA will complete inspections for 100% of units during FY 2001.

E. Security

- Security Issues and Proposed Actions. PHA is addressing security issues with a comprehensive and aggressive strategy that not only improves security for residents, but has also developed programs to improve the security and quality of life in the neighborhoods where MTW and MTW eligible residents live.
- Security Systems. New security systems have been installed at Harrison Plaza and currently are being installed at West Park Apartments and will be initiated at Blumberg Apartments. Security system upgrades are planned for Fairhill, Norris, Queen Lane and Mantua Hall.
- Improved coordination with the Philadelphia Police Department. Coordination with the Philadelphia Police Department has resulted in a reduction of Part 1 and 2 crimes by 10% - 17% per year at conventional sites.
- Lease Enforcement and Compliance Unit. In FY 2000 PHA established a Lease Enforcement and Compliance Unit along with establishing a partnership with the Philadelphia Sheriff's Department. The Lease Enforcement and Compliance Unit has contributed significantly to improving the acceptance of Section 8 in communities since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. In addition, there is now a 24-hour Lease Enforcement Hot Line, enabling violations to be telephoned into PHA Police Dispatch, and a \$250 reward for information leading to the arrest and conviction of criminal lease violation activities.
- Quality of Life Program. The Quality of Life Program is an initiative designed to define and document lease obligations along with the Philadelphia Code of Regulations regarding individual conduct that will be enforced at both public and Rent Subsidy Program units. The overall purpose is ensure appropriate conduct and upkeep of all public and leased units. The program includes fines for

prohibited conduct, anonymous complaint forms and citation forms. A citation enforcement system has been piloted at Bartram Village.

- Community-Based Policing. PHA intends to continue the community-based policing initiative at the developments of Johnson Homes, West Park Apartments, Fairhill Apartments and Raymond Rosen. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as Anti-Crime Teams (ACT), Take Away Guns (TAG) and Strike Teams from the Philadelphia Police Department, DEA and ATF, as needed.
- Neighborhood Town Watch Groups. Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town-Watch networks and patrols.
- Police Advisory Board. A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHA Police services and the PHA community, and to provide advice and assistance in the reduction of crime.

Section VIII: Management Information for Leased Housing

Management Improvements

Two-Year Re-Certifications: Re-certification will be completed for all clients every two years. Re-certification is a three-part process; update and verification of participant, HQS inspection and rent adjustment. In addition, interim re-certification will be completed based on changes in family income, eligible deductions, household composition, and unusual income situations.

One-Year Annual HQS Inspections: Annual inspections will start 120 days prior to the re-certification date of the first year, or within twelve months of the last annual inspection, whichever comes first. The annual inspection will be completed in such a way as to distinguish deficiencies due to normal wear and tear that are the property owner's responsibility from tenant caused deficiencies.

Other Management Initiatives: PHA intends to include in its website, an area for leased housing landlords to be able to check their HQS Inspection results. PHA also intends to sponsor a Landlord Fair, at which "Best Landlord Awards" would be presented for renovations, improved performances, and best practices.

A. Leasing Information.

1. Units under lease (%) as of April 1, 2001. Seventy-eight (78.06%) percent of vouchers available under the Section 8 Program were leased as of April 1, 2001.
2. Target lease rate as of March 31, 2002. PHA expects to achieve a 100% lease rate for the number of non-targeted vouchers (12,500) that will be issued by March 31, 2002. PHA will utilize 100% of Section 8 budget authority under MTW (71% will consist of HAP payments and program costs, and 29% will be utilized for purposes authorized in the MTW Agreement and described in this Plan). PHA expects to achieve this lease up rate by establishing and implementing the following program elements:
 - adjusting the number of vouchers issued to a level that can be absorbed by the market;
 - increasing the number of affordable units available;
 - increasing the number of landlords willing and qualified to participate in the program; and
 - providing leased housing search assistance.

PHA will also achieve the goal of a 95% lease rate by focusing on broader approaches to this issue that will include:

- production of additional quality units in non-impacted neighborhoods;
- supporting and strengthening neighborhoods where there is an existing concentration of units leased to voucher holders;

- providing financial assistance and incentives to landlords willing to participate in the Section 8 Program with reduced interest rehabilitation loans to improve and increase the number of dwelling units available; and
- redesigning the Section 8 Voucher Program into a Rent Subsidy Program.

3. Plans to Ensure Rent Reasonableness, Housing Opportunities and Deconcentration of Low-Income Families.

- Rent Reasonableness. PHA has established a rent reasonableness database and procedures for keeping it updated and current. Prior to approving a lease, PHA will search the database for comparables in order to make a rent reasonableness determination. As the Philadelphia Rent Subsidy Program is further designed in FY 2002, an efficient and streamlined approach to determine reasonable rent levels will be explored.
- Expanding Housing Opportunities. The Rent Subsidy Program is intended to increase the range of housing choices available to low-income participants and promote improved utilization of housing vouchers in stable neighborhoods. The Housing Search component of the MTW Family Program will provide direct assistance to families. The newly designed Rent Subsidy Program will also support efforts to increase the supply of affordable housing, promote housing rehabilitation, neighborhood revitalization efforts and promote homeownership opportunities for low-income households.
- Deconcentration. PHA's MTW Family Program is intended to increase incomes of families currently utilizing PHA housing assistance, contributing to deconcentration. The Program will include a housing search component for those families in the Rent Subsidy Program. Expanded and integrated community policing and lease enforcement efforts are intended to improve conditions in developments and communities where PHA housing exists, to attract a mix of incomes.

4. Issues and Proposed Actions. PHA intends to develop a new Rent Subsidy Program, which will be designed to address the systemic issues that impede the successful administration and full utilization of vouchers available. This new Rent Subsidy Program is also intended to significantly contribute to the revitalization of targeted neighborhoods where MTW and MTW-eligible residents reside. The Family Program is designed to complement this program by providing opportunities for full employment, self-sufficiency and neighborhood revitalization.

B. Inspection Strategy.

1. Description of Inspection Strategy.

a. Planned inspections (%) completed

- (1) Annual HQS Inspections. PHA completed 100 % of planned annual HQS Inspections.
- (2) Pre-contract HQS Inspections. PHA completed 100 % of planned pre-contract HQS Inspections.
- (3) HQS Quality Control Inspections. PHA completed 100% of planned HQS quality control inspections. HQS quality control inspections represent 10% of the total number of HQS inspections conducted annually.

- b. HQS Enforcement. Automatic re-inspections are scheduled for units if there are any deficiencies. Beginning December 1999, all potential landlords are now presented with a "Property Owner Certification Form" to be completed by the owner and submitted to PHA. Section 8 Inspectors use this self-certification form to assess the condition of the property. False statements on this form may constitute grounds for denial of participation in the Section 8 Program and potential legal action.

MTW Program Descriptions. Leased Housing Programs to be developed by PHA through the MTW Demonstration Program are provided in Appendix I.

Section IX: Resident Programs

A. Description of Resident Programs.

The Moving to Work Family Program is designed to improve the quality of life in and around public and assisted housing by implementing a comprehensive array of family services that include economic, educational, social, and health initiatives. PHA developments under MTW will be transformed into communities of economic vitality, social energy and positive atmosphere because each family member has access to opportunities for employment, education, and support services in a safe and decent environment.

PHA will utilize MTW flexibility in operation of the Section 8 Family Self-Sufficiency Program to offer a self-sufficiency program to families in public housing and to review potential changes in areas, including, but not limited to the following:

- Management of escrow accounts;
- Development of individual development accounts for public housing residents;
- Structure of the Family Self-Sufficiency Program Coordinating Committee; and a
- Five-year limitation on program participation.

Comprehensive family services will be coordinated through a central MTW Program Office and satellite offices, including three One Stop Centers, ten Scattered Site Community Based Management Offices, six regional Community Resource Development offices, as well as Section 8 Service and Enforcement Centers. In order for any family member to participate in a PHA-operated resident service program, the family will be required, to the extent possible under funding source requirements, to sign an MTW Family Agreement. This strategy will ensure that each family has access to comprehensive, customized assistance to reduce social and economic isolation and support the family's move to self-sufficiency. Families interested in accessing PHA and partner services will meet with a coordinator, share information about their needs and strengths, and execute an MTW Family Agreement. Staff will link families to services designed to support economic empowerment, such as employment, job training, education, or home ownership; and quality of life enhancement, such as resident responsibility training or youth programming.

At PHA's HOPE VI and Mixed-Finance Developments, there are individual site-specific Community and Supportive Services Programs, either independently provided through a direct vendor or through the private owner or management firm for the site. Residents at these sites will have access to programs operated under the MTW Family Program. Site-specific family agreements will be considered acceptable for admission to MTW Family Programs, and PHA will make efforts to establish consistent assessment tools and family agreements across its sites.

The One Stop Shop Centers are community-based centers designed to respond to the needs, interests and strengths of MTW and MTW eligible residents and area employers; offer services which focus on all members of the family, and enrich and involve the whole community. The first of these, at Blumberg Apartments, is scheduled to open in March 2002. The vision of the One Stop Shop Center is to create a central location for residents of Blumberg and other northwest regional housing developments, as well as Section 8 participants, to improve their ability to obtain employment and educational opportunities that lead to economic self-sufficiency. Residents will be able to stop at one convenient location for assistance with TANF, education, employment, training, home ownership, economic development opportunities, health care, child care, and other social and supportive services needs.

This model utilizes strategic resource leveraging by partnering with local agencies and providing them with space on-site in exchange for their expertise in providing services to public housing residents. The result is a comprehensive service delivery system governed by good management and effective communication.

The Center will be located on the second floor of a rehabilitated high-rise at Blumberg Apartments and will include space for a computer laboratory, training room, day care center, and offices for community partners. PHA has established partnerships with major service providers who have agreed to provide the center with full/part-time staff. The hours of operation will be from 8:00 a.m. to 8:00 p.m. on weekdays. Weekend hours will be scheduled as required. Programs and activities will include the following:

- Boone Community Family Services - Career development, youth and adult education and victim's services.
- Community Advocates' Association for Children and Youth – Life skills education and workshops for children, youth, parents, and grandparents.
- Temple University Center for Social Policy & Community Development – Adult education, youth enrichment, neighborhood leadership and training.
- Educational Data System, Inc. – Job placement, retention, assessment, management and job readiness.
- Berean Institute – Junior College Adult Education Programs.
- Ramsey Educational Development Institute, Inc. – Training options that focus on construction and health.
- Philadelphia Workforce Development Corp. – Job opportunity services for residents and the community at large.
- Project Home – Housing counseling services.

- Zoe' Rose – Proud Neighbor home training.
- VKG Associates, Inc. – Computer training.
- Quality Community Health Care, Inc. – Family health and after school health education programs.
- Doctor Warren E. Smith Health Services – Behavioral and physical health, employment training and educational services.
- Reynolds Elementary School – Head Start Program.

Many of the above service providers will also conduct ongoing workshops and training such as job fairs, health fairs, housing counseling, cultural affairs, educational events, scholarship assistance and youth after school programs. The One Stop Shops are intended to become vital state-of-art resources to area residents, employers and service providers. Activities will also include a participant tracking system, resident/provider advisory group, outreach and recruitment system, referral network, fundraising opportunities and business development outreach. The One Stop Shops will have a significant role in the ongoing development PHA's Moving To Work Family Program.

PHA will continue to meet the challenge of neighborhood revitalization through broad strategic partnerships that are codified in Memoranda of Understanding. Over the last three years, effective programming with the support of strategic partnerships has resulted in a 7% increase in the average family income. PHA will continue to develop and expand strategic partnerships that effectively deliver needed services to MTW families.

Among the existing partnerships that are codified in Memoranda of Understanding are the following partners:

- Philadelphia County Assistance Office
- Philadelphia Workforce Development
- Building and Construction Trades Council
- International Brotherhood of Electrical Workers
- International Brotherhood of Painters and Allied Trades
- Plumbers Local 690
- Small Business Administration
- Philadelphia Commercial Development Corporation
- The Enterprise Center
- African American Chamber of Commerce
- Hispanic Chamber of Commerce
- School District of Philadelphia
- City of Philadelphia, Department of Health
- United Parcel Services

Each of these partnerships helps PHA implement a comprehensive strategy for self-sufficiency.

PHA's Police Department's Community Relations Unit is also coordinated and overseen by the Community Resource Development and Social Services Department, where resident programs are administered. The provision of these services is moving to a regional approach using the regional Section 8 offices and the regional public housing Community Based Management offices. A broad range of supportive services will also be available at PHA's newly established One-Stop Centers, the first of which is scheduled to open at the Blumberg Apartments. These Centers provide services to both public housing residents and Section 8 recipients and are designed to provide information and counseling on programs and services for achieving self-sufficiency.

In addition, PHA works closely with a resident directed PHA subsidiary, Tenant Support Services, Inc. (TSSI) to provide outreach and fundraising support for PHA resident programs. TSSI is anticipated to be able to increase its effectiveness through the use of an alternate procurement plan that will be developed under the MTW program.

Resident programs provided and/or coordinated by PHA include youth programs, education, life skills and employment training, and senior services. The following briefly details these programs.

Education, Life Skills and Employment Training

PHA will provide education, life skills and employment training to nearly 250 residents under existing programs during FY 2001. The Life Skills program includes Resident Responsibility Training, which orients residents to program opportunities and lease responsibilities.

Life Skills. Through its Community Relations Unit, the Philadelphia Housing Authority Police Department provides training and counseling in Conflict Resolution and Domestic Violence Prevention. In partnership with First Union Bank and Consumer Credit Counseling, PHA has offered training in basic banking and assistance in credit repair. Tenant Support Services, Inc. will offer resident responsibility and life skills training.

Basic Education. PHA partners with the local organizations to provide pre-GED training and with the Community College of Philadelphia and others to provide GED preparation training.

Higher Education. Temple University and other Philadelphia institutions of higher learning offer a total of 10 full annual tuition scholarships per year to qualifying PHA residents.

Pre-Apprenticeship Program. PHA provides a 21-week program that provides participants with an initial individual assessment of skills and aptitudes, basic training in construction math and the construction trades, on the job construction experience and placement in a

certified apprenticeship program of one of six construction trades--carpentry, painting, electrical, plumbing, sheet metal and cement finishing upon successful completion of the program. Funding of the Pre-Apprentice Program will continue to support a program designed to provide job skills in the building trades. Memoranda of Agreement with the Building and Construction Trades provide Bureau of Apprenticeship and Training certified apprenticeships. PHA also upgraded its Section 3 policy to require contractors to hire successful graduates of the Pre-Apprenticeship program.

Health Care Training. PHA sponsors a successful Certified Nursing Assistant Program for public housing and Section 8 residents. In FY '01 it will be expanding this program to add a Pharmacy Technician program and to initiate a Community Health Care Training Academy in North Philadelphia in partnership with Temple University.

Job Placement. In addition to the construction trades mentioned above, PHA has formed ongoing partnerships with United Parcel Service, the Internal Revenue Service, Comcast Cable, and Interstate Realty Management to facilitate the placement of public housing residents and Section 8 recipients in jobs.

Revolving Loan Program. PHA operates a Revolving Loan Program that provides start up capital for resident owned businesses. Successful applicants are provided businesses technical assistance to sustain their business development.

Youth Programs

During FY 2001, PHA will provide youth services to over 700 youth through the following existing programs:

Early Childhood Program. In order to allow parents to pursue education, training and employment opportunities and to prepare PHA children to do well in school, PHA operates Head Start and Day care facilities at seven public housing sites. These centers will serve nearly 300 children in FY '01.

Philly Moves. PHA has established a partnership with the Point Breeze Performing Arts Center to provide an after school program of mentoring and community volunteer service to youth in public housing and Section 8 families in South Philadelphia.

Skills for Life Program. PHA partners with the Philadelphia Youth Network to provide year round youth academic enrichment, career exploration, mentoring and summer employment to public housing and Section 8 teens.

North Philadelphia Cultural Arts Program. In partnership with the Point Breeze Performing Arts Center and the Freedom Theater, PHA is providing opportunities for public housing and Section 8 youth in North Philadelphia to receive professional skill development training in the cultural arts and academic remediation.

Mobile Computer Labs. PHA's mobile computer labs provide Internet access, educational software and computer games to public housing and Section 8 children as part of PHA's drug abuse prevention efforts. The mobile labs are staffed by members of the Philadelphia Housing Authority Police Department. Children engage in a positive learning experience while interfacing with officers in a community policing environment.

Drug Abuse and Crime Prevention Programs. In addition to the Mobile Computer labs the PHA Police Department also sponsors and staffs DARE (drug abuse prevention) and GREAT (gang resistance program). Members of the police department also volunteer to sponsor basketball teams, tennis coaching, bowling outings, a PHA youth marching band and a girl and boy scout program including a law enforcement Explorer program.

Computer Labs. PHA supports the efforts of resident leadership to develop and operate computer learning centers for residents.

Senior Services

During FY 2001, PHA will provide health care assistance and enrichment activities to over 1,250 seniors through the following existing programs.

Aging in Place Assistance. PHA has partnered with The ElderCare Companies and Americhoice to bring additional health services to residents of its senior properties, has sponsored a Congregate Housing services program at Germantown House, and a Senior Service Coordinator Program.

Senior Centers. PHA operates two senior centers, four satellite centers where meals are served, and a congregate housing services program. The Older Adult Center at Tasker Homes includes a computer center.

B. Issues and Proposed Actions

PHA will convert the Section 8 Family Self-Sufficiency Program to a Moving to Work Family Program, to serve both PHA families receiving Section 8 and residents of conventional public housing. Incorporated into the program will be housing search assistance and home ownership activities. The comprehensive program is expected to:

- Increase the average income-mix of participating PHA families and PHA neighborhoods; and
- Provide the support necessary for PHA families to expand life style and housing options and reduce their dependence on housing and other government assistance.

PHA's program will target approximately 600 public and assisted housing families in the (second) year of MTW. During FY 2001, PHA will develop a program for implementation in FY 2002 that will feature the following:

- An expansion of the current cooperative agreements, contracts or memoranda of understanding/agreement with major stakeholders in the funding and delivery of human services in Philadelphia. PHA will seek an amendment to its current agreement with the Pennsylvania Department of Public Welfare (PADPW) to ensure that the services available to families in PHA's Self-Sufficiency Program are consistent with and complement those available through PADPW, the local administrators of TANF programs and its contracted service providers.
- An MTW Family Agreement that is designed to ensure that each family has the opportunity to reduce their social and economic isolation and move toward family self-sufficiency.
- Incentives for families in the Self-Sufficiency Program that clearly link continued, successful participation to positive benefits that will further the families' achievement of their self-sufficiency goals.
- Revision of current PHA policies governing human service programs to ensure their relevance and applicability to the needs of the targeted families.
- The creation of self-sufficiency components to address the unique needs of various categories of participating families including, but not limited to, TANF recipients, the elderly and working families.
- Written agreements with participating families that commit the families to the family improvement plans based on detailed assessments of the families' needs.

PHA would use its MTW single fund budget flexibility in combination with other funds to provide or coordinate the provision of all services required to promote family self-sufficiency. PHA will use related non-profits such as Tenant Support Services, Inc. (TSSI) to develop, implement and operate various components of the comprehensive program. TSSI, which is operated by public housing residents, is keenly aware of the needs, interests and preferences of the target population, and as an independent non-profit, they have access to private and public funding sources unavailable to PHA.

MTW Program Descriptions. A description of Family Programs to be developed by PHA under PHA's MTW Demonstration Program are in Appendix I.

Section X: Other Information Required by HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

A. PHA Board Resolutions.

- Resolution Adopting FY 2001 MTW Annual Plan.
- Certification that Public Hearing Requirements were met.

B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement.

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug -Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

C. Submissions required for the receipt of funds.

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.



MOVING TO WORK PLAN
APPENDICES

MOVING TO WORK PLAN
APPENDIX A

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
James Weldon Johnson House PA002001	535 Family	Renovations to existing units and heating distribution system planned. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Tasker Homes PA002002 PA002008	951 Family	Construction of approximately 546 new dwelling units, may include a community center and recreational park, police station, workforce development center (for joint use by PHA and non-PHA residents), and a commercial/retail center on-site. Potential bond-financing. Potential mixed-finance development.	Potential demolition and disposition applications to be submitted to HUD for 951 dwelling units.	72 elderly units proposed.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Up to half of the units may be available for homeownership. Section 32 of the USHA of 1937. Homeownership through conventional sale, lease purchase and Section 8 vouchers.
Richard Allen Homes PA002003	150 Units completed; 178 Units under construction.	HOPE VI Site: Revised Plan approved by HUD. 178 dwelling units and a community center will be developed along with modernization of a maintenance building.	Potential disposition to RDA and/or PHA wholly owned subsidiary and/or private owner. Disposition application approved for Phase III. Long-term lease to RDA and limited partnership R.A. Phase III, L.P. for construction of 178 residential units and one multi-purpose building.		Conversion of two dwelling units to management office pending. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	356 Family.	Rehab underway on 308 existing townhouse units. Construction underway on 47 new infill units, along with management/community space renovations. Modify up to 40 units to make them accessible for mobility impaired.				

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Wilson Park PA002013	741 Family, Low-rise, Elderly, High-rise	Rehab of 153 low-rise units. Management/community space renovations.	Demolition of twelve units. Potential demolition and disposition applications may be submitted for a portion of site.	High-rise designated for Elderly or Elderly and Disabled.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014	157 Family High Rise, 68 Family Low-Rise.	Under consideration as HOPE VI joined with neighboring Scattered Sites. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Harrison Plaza PA002015	300 Family High and Low Rise	Balcony repairs, unit rehab, lobby renovations, low-rise kitchen renovations and 504 accessibility accommodations.				Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Cambridge Plaza PA002016	124 low-rise dwelling units planned with 44 scheduled for construction to commence around June 2002.	Section 202 Site under consideration as HOPE VI Project. May acquire off-site replacement housing in Ludlow Community. Activities underway as Mixed-Finance development, 124 on-site units planned. LIHTC approved to build 44 units in Phase I. LIHTC application may be submitted for Phase 2 and/or Phase 3 for A/E work and construction of on-site and off-site homeownership and rental units.	Demolition and debris clearance of 372 dwelling units complete. Disposition application complete. completed Phase 1 disposition by long-term lease of subdivided parcels to developer, a wholly owned PHA subsidiary. Additional disposition applications and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owner may be required for Phase 2 and 3.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Mill Creek Apartments PA002017 PA002041	179 Family High Rise, 265 Family Low-Rise Units	Section 202 Site: HOPE VI project site. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units. Construct and rehab 480 new units on-site and off-site.	HOPE VI demolition grant. High-rises will be demolished per Section 202. Section 18 demolition pending for all low-rises.	Elderly designation for 180 units.	Implementation of Section 202 for high-rises through HOPE VI.	Homeownership through conventional sale, lease purchase and Section 8 vouchers.
Arch Homes PA002018	77 Family	Replace Sidewalk.				
Spring Garden Apartments PA002020	203 Family	Heating distribution renovations and environmental abatement scheduled.				
Schuylkill Falls PA002021	300 Units Proposed: 135 subsidized rental units, 135 homeownership units, and 30 market-rate rental units.	Hope VI Site: Revitalization Plan Approved. Demolition is almost complete. 300 Dwelling Units will be developed. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units. Phase I, 135 rental units under construction.	Demolition is complete. Potential disposition application for a portion of the site may be submitted.	50 units proposed for elderly designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership proposed for 150 Units, 33 affordable to families at 50% of median: HOPE VI Program, using essential elements of Nehemiah, 5(h)/Section 32 of USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Liddonfield Homes I PA002023	412 Family Low Rise	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition application will be submitted for site approval. Potential disposition may be submitted in connection with LIHTC process.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership components will include lease purchase, conventional sale and Section 8 vouchers.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Queen Lane I Apartments PA002024	120 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Hill Creek Apts I & II PA002029 PA002038	334 Family	26 unit rehab underway. Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Five units deprogrammed for Health Center; 2 units combined into one unit. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Abbottsford Homes PA002030	700 Family Units	Rehab or new construction of balance of units (470). Completion ongoing for units under construction. Possible site of additional redevelopment including commercial space.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Bartram Village PA002031	492 Family Units	Renovation completed.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Oxford Village PA002032	200 Mixed	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Whitehall Apartments I PA002034	188 Family	Renovation of 30 dwelling units underway. Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	150 Family					
Martin Luther King Plaza PA002036	247 Units	Hope VI Site of 247 Units: Revitalization Plan Approved; Tax Credit Application approved. Develop and implement Acquisition Plan for Scattered parcels. Acquisition application submitted for RDA properties for off-site portion of project. On-site infrastructure work commenced on September 2001; first phase of 49 rental units is under construction. LIHTC application will be submitted for site work and construction of on-site and off-site rental units.	Potential disposition applications for portion of site to developer may be submitted.		Implementation of Section 202 through HOPE VI. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	109 Homeownership Units Under Consideration: HOPE VI Program using essential elements of Nehemiah, 5(h)/Section 32 of USHA of 1937.
Morton Homes PA002037	65 Elderly					

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Westpark Apartments PA002039	325 Family High-Rise Units	New Management space, balcony repairs, heat risers, site improvements, lobby improvements, security and exterior masonry repairs.			Reduced by 54 Unit Conversions. Two units converted to management offices. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris II Apartments PA002040	101 Family Units	Under consideration as HOPE VI in conjunction with neighboring Scattered Sites. LHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Champlott Homes PA002042	102 Family	Basketball court and community center planned.				
Queen Lane Homes II PA002043	19 Family		Potential disposition applications for portion of site may be submitted.			Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Mantua Hall PA002045	152 Family High-Rise Units	Lobby renovation and security system scheduled.			Reduced by 1 Unit Conversion. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Haverford Homes PA002046	24 Family					
Morton Homes II PA002049	185 Family				Two units converted for tenant council use. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	Rehab 58 townhouses. One-Stop Shop completed. Security system for high-rise buildings, and lobby renovation. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development	94 Units Approved for Elderly Designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units for sale.	71 Units Sold. Disposition application may be submitted for balance of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Tumkey III released for occupancy 1980-1982. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Passyunk Homes PA002052	692 Family	Awarded HOPE VI Demolition Grant to demolish all 692 residential units. Non-dwelling units may be rehabilitated for new police station and motor pool. Possible development of site for other non-residential purposes. Property is undergoing environmental remediation.	HOPE VI Demo Application approved for 692 residential units. Non-dwelling units may be used to house PHA fleet. 294 units demolished in 1998. Possible disposition of portions of the property for non-residential development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Courtyard Apartments at Riverview PA002053	470 Family			165 Units in rehabbed building to be designated as Elderly.		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Units Approved for Elderly Designation.		

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Fairhill Apartments PA002055B	294 Family				Reduced by 4 Unit Conversions. 30 efficiency units deprogrammed. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Liddonfield Homes II PA002058	51 Elderly	Possible HOPE VI application for revitalization. New addition to community building. LHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family					
Point Breeze Court PA002062	71 Elderly Units			71 Units Approved for Elderly Only.		

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Katie B. Jackson PA002063	59 Elderly 9 Family	Extension requested HOPE I Grant approved.	Possible disposition application may be submitted for a portion of the site.	59 Units Approved for Elderly Only Designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.
Whitehall Apartments II PA002064	60 Family	69 Unit Rehab is complete. New construction of resident services center and swimming pool. Acquisition Plan may be submitted. 30 units scheduled for rehab. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Collegeview Homes PA002065	54 Elderly			54 Units Approved for Elderly Designation Only.		
Holmcrest Apartments PA002066	84 Elderly	Computer Lab		84 Units Approved for Elderly Designation Only.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Enlen Arms PA002076	172 Elderly High Rise			172 Units Approved for Elderly Designation Only.	Conversion application submitted to deprogram 32 efficiency units.	

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Bentley Hall PA002077	100 Elderly Units			100 Units Approved for Elderly Designation Only.		
Plymouth Hall PA002079	69 Elderly High Rise	Asbestos Abatement.		69 Units Approved for Elderly Designation Only.		
Germantown House PA002083	220 Elderly High Rise			220 Units Approved for Elderly Designation Only.		
West Park Plaza PA002093	66 Elderly					
Brown Street Village PA002096	Originally 87 Units; total development slated for homeownership.	Homeownership development; all units for sale.	84 Units Sold. Common area to be conveyed to Homeowner's Association.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Turnkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Cecil B. Moore Homes PA002100	30 Family	Homeownership conversion plan to be submitted for all 30 Units.	Possible disposition application to be submitted.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Jan 2001: Section 32 of the USHA of 1937.
Herbert Arlene Homes PA002104	32 Family	Homeownership conversion plan to be submitted for all 32 Units.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Jan 2001: Section 32 of the USHA of 1937. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Gladys B. Jacobs PA002114	80 Elderly			80 Units Approved for Elderly Only.		
Raymond Rosen Off-Site PA002126	152 Family	Building 152 new replacement units and community space.				
Spring Garden Revitalization: Phase 1 PA002127	97 Family	72 ACC only units under construction. Financial and real estate closing completed April 2000.	Dispo App approved and ground lease executed for 33 scattered sites properties.	6 units proposed for elderly designation.		

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Spring Garden Revitalization: Phase 2 PA002127	TBD	In planning phase for mixed-finance development	Probable disposition by ground lease to developer.	Possible elderly unit designation.		
Scattered Sites PA002004	1,869 Family	33 Units sold under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Scattered Sites PA002012	988 Family Units	11 Units sold under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002025	41 Family Units	1 Unit Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002060	173 Family Units	7 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Scattered Sites PA002067	412 Family Units	9 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002069	958 Family Units	4 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of properties and buildings, disposition of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002078	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Scattered Sites PA002080	604 Family Units	14 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002081	514 Family Units	8 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002085	446 Family Units	6 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Scattered Sites PA002087	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002088	379 Family Units	7 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002091	248 Family Units	5 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition *		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081	83 Family	May integrate City's Neighborhood Transformation Initiative to demolish contiguous privately owned properties. May develop portion of Cambridge off-site replacement housing in Ludlow community. Under consideration as HOPE VI Project. Design and construction documents for on-site and off-site homeownership and rental units have been completed. Relocation of occupants of PHA properties is ongoing. Relocation of occupants of non-PHA properties may be completed with the assistance of RDA and Section 8 certificates.	HOPE VI Demolition Application approved November 2001 for \$511,000. May proceed with demolition of all units and/or in concert with the City's NTI or L&I departments to do simultaneous demolition of contiguous properties. Additional disposition applications may be submitted to HUD and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owners.	May apply for handicapped only and elderly only designation for one or more multi-family buildings.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Mt Sinai: ACC Only	37 Elderly Units	ACC Only. Construction complete.		37 Elderly Units submitted to HUD for approval.		
Mt. Sinai Towers	62 Elderly and Assisted Living Units	Site-Based Waiting List. Proposed 62 units for frail elderly, with a LIFE (PACE) adult day-care facility to serve as quasi-assisted living facility. ACC only on 62 units. May provide capital for construction of facility.		Designation Plan needed.		

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
St Anthony's Senior Residence: ACC Only PA002133	38 Elderly Units	Construction complete. ACCs under contract.		38 Elderly Units.		
Ingils House	TBD	Site-Based Waiting List. May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.	Demo/Dispo application to be provided to HUD.	Disabled Housing Designation being considered.		
WCRP	23 Family Units	Provide possible Capital Funds and ACC subsidy.	Dispo/Demo application to be submitted to HUD.	Disabled Housing Designation to be submitted.		
Scattered Site Acquisition: City-Wide	200 Family Units	Acquisition Plan to be developed and implemented. Acquisition of market properties and FHA foreclosure properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy.	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development	117 Family Units	New construction of family units throughout the city.	Demo/Dispo application may be required.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
City Trust Scattered Site Homeownership Initiative	Up to 15 Units	May submit site-based waiting list; and a request for ACC assignment.	Possible disposition.			Up to 15 Homeownership units Revised 5(h)/Section 32 of USHA of 1937.
Sarah Allen Rental Project	6 Family Units	Site-Based Waiting List. ACC only.		May Submit Designated Housing Plan for Disabled.		
Up to 20 Scattered Site replacement housing developments, city-wide; ACC only; ACC with capital funding or Section 8 project-based vouchers.	TBD	Site-Based Waiting List. ACC and/or Capital Funds for acquisition and rehabilitation. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.		May submit designated housing plans for Disabled and/or Elderly.		
City-Wide. Acquisition of multi-family scattered units along with the redevelopment of PHA's existing units for a total increase of up to 600 dwelling units.	TBD	May use ACCs and/or Capital Funds to develop these units. LIHTC application may be submitted for site work and construction of on-site and off-site rental units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition and acquisition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
St. Ignatius	180 Units	May use ACCs and/or Capital Funds to develop these units. St. Ignatius, in connection with Mill Creek HOPE VI, will develop 180 units to become public housing units.		Elderly Designation.		

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Suffolk Manor	137 Units proposed 1 Management Office	Acquisition and renovation. Low-income tax credits awarded for acquisition and moderate rehab. Application will be submitted for historic tax credits.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to a PHA wholly-owned subsidiary and/or private owner may be required. Acquisition of this project has been approved by HUD.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Mt. Olivet	218 existing units. Planned reconfiguration and rehab for total unit count of 158 ACC units.	Possible Acquisition. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units. May use ACCs and/or Capital Funds to develop these units. Possible community building. Rent paying tenants will provide social services.	Acquisition and disposition application may be required. A demolition application may be required for partial demolition.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Poplar to Girard: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed with CDC or non-profit. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May use ACCs and/or Capital Funds to develop these units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.

Appendix A: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Home-Ownership Activities
Eastern Germantown Infill	TBD	Acquisition, new development and rehabilitation of housing stock along with use ACCs and/or Capital Funds to develop these units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Spring Garden Area Unit Conversion	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Empowerment Zone 2100 Block of American	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
Grays Ferry Community	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Section 8 vouchers.
* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.						

MOVING TO WORK PLAN
APPENDIX B

Appendix B: Capital Fund Program FY 2001

This Appendix describes the capital projects for the Philadelphia Housing Authority properties budgeted for FY 2001. The following is a listing of scheduled activities.

Development Number	Location	Description	Capital Funds
000	PHA-Wide	Bond Debt Service (Tasker)	\$6,230,000
000	PHA-Wide	Operating Subsidy	500,000
000	PHA-Wide	Management Improvements	11,154,800
000	PHA-Wide	Total Preliminary Administrative Cost	7,838,708
000	PHA-Wide	Total Preliminary Consultant Fees	1,230,800
000	PHA-Wide	PHA-Wide Site and Dwelling Improvements	7,895,120
000	PHA-Wide	PHA-Wide Non-Dwelling Space and Equipment	2,374,800
001	PHA-Wide	New Development	10,689,400
002	PHA-Wide	Contingency	253,981
000	PHA-Wide	Demolition	0
000	PHA-Wide	Relocation	0
003	Richard Allen	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and cement walks and steps.	900,000
003	Richard Allen	Comprehensive Unit Modernization: Work includes repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	500,000
004	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	416,736
004	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	3,750,626

Appendix B: Capital Fund Program FY 2001

005	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	4,670
005	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	42,029
010	Raymond Rosen	Comprehensive Unit Modernization: Work includes repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including lobbies and replacement of doors and flooring.	10,700,000
012	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	220,599
012	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	1,985,390
015	Harrison	Master Planning for Comprehensive Unit Modernization.	1,000,000
017	Mill Creek	Comprehensive Unit Modernization: Work includes repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including lobbies and replacement of doors and flooring.	1,000,000
025	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	9,340
025	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	84,059

Appendix B: Capital Fund Program FY 2001

060	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	38,472
060	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	346,242
067	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	91,620
067	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	824,577
069	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	213,705
069	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	1,923,347
078	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	3,113
078	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	28,020

Appendix B: Capital Fund Program FY 2001

080	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	135,873
080	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	1,222,856
081	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	114,747
081	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	1,032,723
085	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	99,403
085	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	894,626
087	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	3,113
087	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	28,020

Appendix B: Capital Fund Program FY 2001

088	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	84,281
088	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	758,531
091	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	55,150
091	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	496,347
092	Scattered Sites	Comprehensive Site Improvements: Work includes replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	21,126
092	Scattered Sites	Comprehensive Unit Modernization: Work includes SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas including replacement of doors and flooring.	190,133
127	Spring Garden Scattered Sites	Property Purchases: Acquire properties which provide an opportunity to add to a cohesive neighborhood and are below TDC.	1,000,000
GRAND TOTAL			\$78,387,083

MOVING TO WORK PLAN
APPENDIX C

Appendix H: HOPE VI and Mixed-Finance Approach

PHA has been aggressive and successful in using the HUD HOPE VI (four Revitalization Grants to date) and Mixed-Finance Program as a development and financing methodology, to redevelop through modernization and primarily new construction its aging and severely distressed housing units.

Using these programs, PHA has either completed or has under development seven conventional sites: Courtyard Apartments at Riverview (formerly known as Southwark), Mill Creek, Cambridge Plaza, Raymond Rosen Off-Site, Richard Allen Homes, Schuylkill Falls, and Martin Luther King Plaza. Under the mixed-finance strategy, PHA is also rehabilitating more than 70 scattered site units in the Spring Garden Neighborhood of Philadelphia. PHA plans to use these financing methodologies in its next fiscal year for at least two additional conventional developments: Tasker Homes and at an additional conventional project. PHA is in the process of determining which additional conventional site would be the best candidate for submission as a HOPE VI site in FY 2002, and will complete a master plan for that project.

Under these methods, PHA applies for HOPE VI revitalization grants, 9% tax credits and/or Tax Exempt Volume Cap Bonds that are accompanied with 4% tax credits. The projects referenced above, with the exception of the development for the yet to be applied for HOPE VI, represent over \$525,000,000 in development activities.

Four (4) of the nine (9) developments referenced above will be expending capital development or replacement housing funds in FY 2001. Four (4) of the nine (9) will expend PHA capital, replacement housing or development funds in FY 2002.

PHA will continue to need capital funds to aggressively leverage other sources of funding as described above. Although the units described above that are under development are considered to be replacement housing units, this development activity results in a net reduction of units at each of these sites, because the density of the new housing is much lower than that of the original conventional site. Therefore, PHA has implemented a Replacement Housing Policy to replace the net loss of units at these sites and other units lost in previous years under Section 202.

Replacement Housing

PHA has incurred a net reduction of over 4,000 public housing units since 1996 as a result of mandatory closure of units under Section 202 and the replacement of its oldest and densest sites with less dense new housing as part of HOPE VI and mixed finance developments. As a result, PHA suffers from a significant shortage of public housing units and has adopted a Replacement Housing Policy to facilitate and expedite the provision of additional units to meet this need. The Policy emphasizes the placement of the replacement units in non-impacted areas in order to offer real housing choice.

Four methods to provide replacement housing units are included under the plan:

1. Acquisition of existing units, including single family (i.e., one to four family) scattered sites and multi-family buildings from both the general market and from FHA, FNMA, FHLMC, and other private and governmental institutional lenders. Examples of this method are Suffolk Manor and Mt. Olivet, described below.
2. Provision of public housing units in affordable housing projects developed and owned by third parties and managed by Alternative Management Entities by adding units through an amendment to PHA's Annual Contributions Contract. An example of this method is the recently completed and occupied St. Anthony's.

3. Provision by PHA of capital funds and ACC subsidy to affordable housing projects developed and owned by third parties and managed by Alternative Management Entities. An example of this method is Raymond Rosen Off-site presently under construction.
4. Neighborhood redevelopment projects undertaken by PHA, utilizing scattered sites already owned by PHA and other acquired properties. An example of this method is the 117 Scattered Site Unit Development, which will commence construction in the Spring of 2002.

PHA has presently completed or is in the process of developing four (4) replacement housing projects (as opposed to revitalizing existing projects): St. Anthony's, Raymond Rosen, 117 Scattered Site units, and Suffolk Manor. Three (3) of these developments have a significant investment of PHA development capital or replacement housing funds. Each of these three (3) developments will be expending capital funds in FY 2001 and in FY 2002. The fourth, St. Anthony's, has an investment of ACC subsidy only.

In addition, PHA is negotiating with HUD for the purchase of Mt. Olivet Village, a Section 202 elderly development that is being foreclosed upon by HUD. This will be a FY 2002 capital fund project. All of the above referenced replacement housing developments use the mixed finance method with the exception of the 117 Scattered Site Unit Development. The 117 newly constructed scattered site units being built at four locations in the city will be using only PHA's capital and development funds.

The two most recent replacement housing developments referenced above, Suffolk Manor and Mt. Olivet, are described below.

Suffolk Manor. This project will preserve 137 affordable units in the Logan/Olney neighborhood of Philadelphia. It will require approximately \$18 million in total development costs, of which PHA has already advanced \$3.2 million for acquisition. PHA's affiliated subsidiary will serve as the developer. Approximately \$10 million of the total project costs will be funded through low-income housing and historic tax credits. A portion of the MTW Funds contributed to the project will be structured as a short-term loan to cover construction costs until the projected equity can be raised. When this loan is repaid, currently projected for FY 2004, the funds will be reinvested in future unit preservation and development projects.

Mt. Olivet Village. This project is located in West Philadelphia, just to the west of the University City neighborhood and two blocks east of PHA's Mill Creek HOPE VI development. It was built in 1967 as HUD Section 202 elderly housing. It is owned by an affiliate of the Mt. Olivet Tabernacle Baptist Church. Through the years many of the church's senior citizens have stayed at the complex. Its unique construction facilitates the village concept. The apartments are garden style arranged around four courtyards, with exterior doors facing common walkways, to encourage interaction among neighbors. There is also on-site a community building whose programming includes both adult and pre-school day care facilities and congregate meals for the elderly from the development and the surrounding communities. Presently there are 42 two-story buildings. The plans for renovation call for the conversion of 120 efficiency units into 60 one-bedroom units, thereby reducing the total unit count from 218 to 158.

PHA is always looking at replacement housing opportunities as they present themselves. One such opportunity is the shuttered Mt. Sinai Hospital in South Philadelphia in a non-impacted neighborhood. PHA is planning to participate in the redevelopment of Mt. Sinai as a mixed-use residential and commercial facility. A private developer will renovate the upper floors into 62 public housing units for low-income frail elderly as the first phase of the development. The lower floors will house a Program of All-inclusive Care for the Elderly (PACE). Known in Pennsylvania as LIFE (Living Independently for Elders), this program provides integrated acute, primary, and long-term care services for frail elders who are nursing home certifiable and prefer to live in the community. LIFE incorporates a comprehensive range of health and social services on a 24-hour basis, with a PACE adult day-care center serving as the focal point. Here enrollees receive nursing and medical care, physical and occupational therapies, meals,

nutrition counseling, social services, recreational therapy, and personal and primary care. PHA will use MTW Funds to fund a loan to the developer for a fraction of the development cost. The majority of the development costs will be funded through the use of low income housing tax credits, and from other sources arranged for by the developer.

The chart below is a complete list of the present or proposed PHA HOPE VI and Mixed-Finance sites that PHA has been working on in FY 2001. The sites are in different stages of development: Master Planning, Acquisition, Pre-development, or Construction. More detailed information for each development in the chart can be found in the Asset Management Table, Appendix A.

Projects on the chart below that have a need for PHA capital funds in FY 2001 or subsequent years are included in Table 6-2 and Table 6-1, respectively.

REVITALIZATION ACTIVITIES	TOTAL DEVELOPMENT COST	COMPLETION DATE
Mill Creek Apartments	\$109,440,765	November-05
Cambridge Plaza Phase I	\$8,393,327	December-03
Cambridge Plaza Phase II	\$7,900,000	December-04
Cambridge Plaza Phase III	\$7,900,000	December-07
Richard Allen (Phase III)	\$39,037,882	October-04
Schuylkill Falls	\$78,429,452	April-04
Raymond Rosen Offsite	\$25,933,854	December-02
Martin Luther King Plaza	\$95,308,850	February-04
Spring Garden Scattered Sites	\$13,055,234	June-02
Suffolk Manor	\$18,162,850	December-03
Mt. Olivet	\$21,784,604	December-05
Tasker ¹	\$142,000,000	December-07
HOPE VI DEMOLITION ONLY		
Ludlow Scattered Sites	\$511,000	December-03
Passyunk	\$3,701,730	December-03
TOTAL	\$571,559,548	

¹ Tasker Homes will be completed with Capital Program Revenue Bonds, whose debt service will be paid from future capital funds. Tasker Homes, which is also included in Table 6-1, is included in this table because PHA is pursuing Tax Exempt Volume Cap Bonds with 4% tax credits for some of the construction phase(s). If PHA secures an allocation for Volume Cap Bonds, then PHA will reduce the amount of Capital Program Revenue Bonds proceeds needed for Tasker Homes and reallocate those bond proceeds to the redevelopment of other PHA projects.

MOVING TO WORK PLAN
APPENDIX D

Appendix D

Public Housing Drug Elimination Program Plan

Note: THIS PHDEP Plan template (HUD 50075-PHDEP Plan) is to be completed in accordance with Instructions located in applicable PIH Notices.

Annual PHDEP Plan Table of Contents:

1. General Information/History
2. PHDEP Plan Goals/Budget
3. Milestones
4. Certifications

Section 1: General Information/History

A. Amount of PHDEP Grant \$4,776,243

B. Eligibility type (Indicate with an "x") N1 _____ N2 _____ R X _____

C. FFY in which funding is requested FFY2001

D. Executive Summary of Annual PHDEP Plan

In the space below, provide a brief overview of the PHDEP Plan, including highlights of major initiatives or activities undertaken. It may include a description of the expected outcomes. The summary must not be more than five (5) sentences long
PHA will use PHDEP funds to expand its community based policing initiative, in which the PHA Police Department assigns officers to the developments sixteen (16) hours per day and utilizes Anti-Crime Teams (ACT), "Take Away Gun" Teams (TAG) and Strike Teams to address quality of life crimes and work in conjunction with the Philadelphia Police Department on a Joint Drug Task Force to investigate drug operations, throughout its conventional developments. The Initiative also includes "Solution Teams" composed of PHA PD, PHA management and maintenance staff and surrounding community representatives to work together to solve community problems related to drug use and crimes.

The program will also provide crime reduction services through the PHA PD Community Relations Unit which will conduct conflict resolution and domestic violence prevention training and mediation and crime prevention training at all PHA conventional developments and drug abuse prevention education by assigning a specially trained PHAPD Officer to local elementary schools and operating a mobile Computer Laboratory on which PHAPD Officers will teach computer skills and drug avoidance strategies avoid at PHA conventional developments.

E. Target Areas

Complete the following table by indicating each PHDEP Target Area (development or site where activities will be conducted), the total number of units in each PHDEP Target Area, and the total number of individuals expected to participate in PHDEP sponsored activities in each Target Area.

PHDEP Target Areas (Name of development(s) or site)	Total # of Units within the PHDEP Target Area(s)	Total Population to be Served within the PHDEP Target Area(s)
All conventional developments	11,361	14,190
All conventional developments (Conflict Resolution & Domestic Violence)	11,361	500
All conventional developments (Drug Abuse Prevention Education and Computer Learning)	11,361	2000
All conventional developments (Crime Prevention Training/Town Watch)	11,361	200
Abbottsford Homes (Contracted Security)	700	854

F. Duration of Program

Indicate the duration (number of months funds will be required) of the PHDEP Program proposed under this Plan (place an "x" to indicate the length of program by # of months. For "Other", identify the # of months).

6 Months _____ 12 Months _____ 18 Months _____ 24 Months X Other _____

G. PHDEP Program History

Indicate each FY that funding has been received under the PHDEP Program (place an "x" by each applicable Year) and provide amount of funding received. If previously funded programs have not been closed out at the time of this submission, indicate the fund balance and anticipated completion date. For grant extensions received, place "GE" in column or "W" for waivers.

Fiscal Year of Funding	PHDEP Funding Received	Grant #	Fund Balance as of Date of this Submission	Grant Extensions or Waivers	Anticipated Completion Date
FY 1995 X	\$5,282,250	PA26DEP0020195	\$ 0		
FY 1996 X	\$5,285,500	PA26DEP0020196	\$ 0		
FY 1997 X	\$5,494,840	PA26DEP0020197	\$ 0	GE	11/4/2000
FY 1998 X	\$4,615,709	PA01DEP0020198	\$2,308,436		9/25/2001
FY 1999 X	\$4,495,583	PA26DEP0020199	\$3,183,119		1/19/2002
FY 2000 X	\$4,685,319	PA26DEP0020100	\$3,514,844		9/7/2001

Section 2: PHDEP Plan Goals and Budget

A. PHDEP Plan Summary

In the space below, summarize the PHDEP strategy to address the needs of the target population/target area(s). Your summary should briefly identify: the broad goals and objectives, the role of plan partners, and your system or process for monitoring and evaluating PHDEP-funded activities. This summary should not exceed 5-10 sentences. PHA will join forces with the Phila. Police Department and public housing and community residents to implement a community policing initiative that includes an active, visible police presence on-site, coordinated investigation and surveillance and strict enforcement of "quality of life" laws and lease provisions to reduce crime by 2% at the targeted sites. PHA will also provide drug abuse prevention education to children throughout PHA's conventional developments using a mobile computer laboratory and classroom presentations to deter and discourage the children's involvement in drug activity and drug crimes.

PHA's PHDEP program will be monitored by PHA's Community Resource Development and Social Services Department and TSSI, a resident operated non-profit agency, through a combination of monthly activity reports, quarterly meetings with development residents, Resident Councils and program participants and site visits. Monitoring activities will examine progress in meeting milestones and achieving goals and objectives and identify alternate program strategies as necessary. PHA will engage an independent consultant to evaluate the program.

B. PHDEP Budget Summary

Enter the total amount of PHDEP funding allocated to each line item.

FY 2001 PHDEP Budget Summary	
Budget Line Item	Total Funding
9110 - Reimbursement of Law Enforcement	
9120 - Security Personnel	\$4,067,413.00
9130 - Employment of Investigators	
9140 - Voluntary Tenant Patrol	
9150 - Physical Improvements	
9160 - Drug Prevention	\$ 623,163.00
9170 - Drug Intervention	
9180 - Drug Treatment	
9190 - Other Program Costs	\$ 85,667.00
TOTAL PHDEP FUNDING	\$4,776,243.00

C. PHDEP Plan Goals and Activities

In the tables below, provide information on the PHDEP strategy summarized above by budget line item. Each goal and objective should be numbered sequentially for each budget line item (where applicable). Use as many rows as necessary to list proposed activities (additional rows may be inserted in the tables). PHAs are not required to provide information in shaded boxes. Information provided must be concise—not to exceed two sentences in any column. Tables for line items in which the PHA has no planned goals or activities may be deleted.

9120 - Security Personnel					Total PHDEP Funding: \$4,067,413		
Goal(s)	1.To reduce Part 1 crimes by 2% at the targeted developments. 2. To reduce the number of crimes at Abbottsford Homes by 1%						
Objectives	1). To implement a community based policing strategy in conventional public housing developments. 2). To increase crime enforcement through the ACT, TAG and Strike Teams and participation in the Joint PHA PD and Philadelphia PDDrug Task Force. 3.). To provide training to public housing residents in the establishment of town watch teams and crime prevention techniques.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDep Funding	Other Funding (Amount /Source)	Performance Indicators
1. Establish community based policing at targeted developments			4/1/01	3/31/02	\$3,959,413		a. PHAPD Officers assigned to targeted sites. b. ACT, TAG and Strike Teams operate at targeted sites on an as needed/indicated basis. c. Resident Council and community representatives meet monthly with assigned PHA PD officers to identify problem areas and issues. d. Assigned PHA PD officers meet with residents at least quarterly. e. Resident Council members receive training in crime prevention techniques including the establishment of town watches. f. Reduce Part 1 crimes by 2% at targeted developments.
2. Provide contracted security guards at Abbottsford Homes			4/1/01	3/31/02	\$ 108,000		a. Security contractor selected. b. Patrol routes and schedule selected and teams assigned. c. Patrol teams issue written warnings to residents who violate lease terms. d. Crimes over the 12 month period are reduced by 1%.

9160 - Drug Prevention**Total PHDEP Funding: \$623,163**

Goal(s)	<ol style="list-style-type: none">1. To reduce drug use and abuse by children.2. To reduce the number of domestic and other resident disputes by 20%.						
Objectives	<ol style="list-style-type: none">1. To provide alternatives to drug crime by increasing residents math and reading skills and training them in marketable skills.2. To teach children in classrooms, day care centers and the Mobile Computer Laboratory about strategies to prevent their abuse of drugs.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Operate the Mobile Computer Laboratory	400	7,394	4/1/01	3/31/02	\$284,968		<ol style="list-style-type: none">a. 12 month Lab schedule set.b. 82 children per site at 20 sites receive computer instruction and drug abuse prevention education.
2. Provide drug abuse prevention education in schools and day care center in targeted development areas	350	7,394	4/1/01	3/31/02	\$67,471		<ol style="list-style-type: none">a. 350 children receive drug abuse prevention education.
3. Train Resident Council members and residents in conflict resolution and domestic violence prevention/mediation.	500	13,717	4/1/01	3/31/02	\$270,724		<ol style="list-style-type: none">a. 500 Resident Council members and residents are trained in conflict resolution and domestic violence prevention/mediation.

9190 - Other Program Costs**Total PHDEP Funds: \$ 85,667**

Goal(s)	1. To operate the PHA PHDEP Program effectively and efficiently.						
Objectives	1. To determine whether the PHA PHDEP Program produces the projected results and identify changes in program activities for future years. 2. To determine whether residents feel safer in their homes and developments than they did 12 months previously. 3. To ensure the efficient, effective financial operation of the program.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Secure an independent evaluation of the PHA PHDEP program.			10/1/01	3/31/02	\$25,000		a. An independent consultant is engaged. b. An evaluation is submitted.
2. Conduct a resident survey			10/1/01	3/31/02	\$40,000		a. A consultant is engaged to conduct the survey. b. The resident sample is selected and residents receive initial notices. c. Survey results are submitted.
3. Use 30% of a PHA Accountant's time to maintain program books and records, review invoices and bills for program expenditures and prepare and submit internal and external financial status reports.			4/1/01	3/31/02	\$20,667		a. Financial management tasks are assigned to an in-house accountant. b. The accountant submits quarterly financial reports on the program's financial status.

Section 3: Expenditure/Obligation Milestones

Indicate by Budget Line Item and the Proposed Activity (based on the information contained in Section 2 PHDEP Plan Budget and Goals), the % of funds that will be expended (at least 25% of the total grant award) and obligated (at least 50% of the total grant award) within 12 months of grant execution.

Budget Line Item #	25% Expenditure of Total Grant Funds By Activity #	Total PHDEP Funding Expended (sum of the activities)	50% Obligation of Total Grant Funds by Activity #	Total PHDEP Funding Obligated (sum of the activities)
<i>e.g Budget Line Item # 9120</i>	<i>Activities 1, 3</i>		<i>Activity 2</i>	
9110				
9120	Activities 1-2	\$3,618,311 (89%)	Activities 1-2	\$ 4,067,413 (100%)
9130				
9140				
9150				
9160	Activity 1-4	\$ 544,361 (87%)	Activity 1-4	\$ 623,163 (100%)
9170				
9180				
9190	Activity 1-3	\$ 54,115 (63%)	Activity 1-3	\$ 85,667 (100%)
TOTAL		\$4,216,243 (88%)		\$ 4,776,243 (100%)

Section 4: Certifications

A comprehensive certification of compliance with respect to the PHDEP Plan submission is included in the "PHA Certifications of Compliance with the PHA Plan and Related Regulations."

MOVING TO WORK PLAN
APPENDIX E

Appendix E: Vacancy Rates

This Appendix provides information on PHA property vacancy rates as of April 1, 2001.

Development Number/Name	Units	Actual Vacancy Rate	Adjusted Vacancy Rate
<u>Conventional: North Area</u>			
003 Richard Allen Homes	150	8.67%	1.33%
010 Raymond Rosen	502	52.39%	0.00%
119 Raymond Rosen (included in PA 2-010)			
014 Norris Homes I High Rise	324	16.67%	16.36%
015 Harrison Plaza	299	5.35%	5.35%
016 Cambridge Plaza	N/A	N/A	N/A
050 Blumberg	500	59.80%	15.20%
055B Fairhill	264	17.42%	17.42%
114 Gladys B. Jacobs	80	1.25%	1.25%
Total North Area	2,119	32.66%	9.20%
<u>Conventional: Germantown/Northeast Area</u>			
021 Schuylkill Falls	N/A	N/A	N/A
023 Liddonfield	461	23.64%	22.34%
024 Queen Lane	138	7.25%	7.19%
029 Hill Creek	335	27.16%	4.78%
032 Oxford Village	200	10.00%	5.50%
034 Whitehall Apartments	251	44.22%	0.40%
042 Champlost Homes	102	0.98%	0.96%
049 Morton Homes II	248	1.61%	1.21%
066 Holmecrest	84	3.57%	3.57%
076 Emlen Arms	156	7.05%	7.05%
079 Plymouth Hall	69	26.09%	26.09%
083 Germantown House	219	15.98%	15.98%
Total Germantown/Northeast Area	2,263	18.25%	9.32%
<u>Conventional: South Area</u>			
002 Tasker Homes	920	18.15%	16.98%
013 Wilson Park	726	39.94%	18.45%
020 Spring Garden	202	3.96%	3.47%
031 Bartram Village	493	5.88%	5.88%
036 Martin Luther King Plaza	N/A	N/A	N/A
052 Passyunk Homes	N/A	N/A	N/A
062 Point Breeze Court	71	5.63%	5.63%
Total South Area	2,412	21.64%	21.64%
<u>Conventional: West Area</u>			
001 Johnson Homes	532	6.58%	6.58%
018 Arch Homes	73	5.48%	5.48%
035 Haddington Homes	148	10.14%	10.14%
039 Westpark Apartments	327	25.69%	25.69%

Appendix E: Vacancy Rates

Development Number/Name	Units	Actual Vacancy Rate	Adjusted Vacancy Rate
041 Mill Creek II Low Rise	263	28.14%	18.63%
045 Mantua Hall	152	19.74%	19.74%
046 Haverford Homes	24	4.17%	4.17%
061 Paschall Apartments	221	16.29%	14.93%
063 Katie B. Jackson	59	18.64%	18.64%
077 Bentley Hall	99	18.18%	18.18%
093 West Park Plaza	65	6.15%	6.15%
Total West Area	1,963	15.89%	14.47%
Total Conventional	8,757	22.14%	13.84%
<u>Scattered Sites</u>			
901 Haddington/Overbrook	478	8.16%	0.84%
063 Katie B Jackson	9	0.00%	0.00%
902 Mantua	541	22.00%	11.09%
903 Kingsessing	598	8.70%	3.34%
904 Germantown/Hunting Park	489	16.56%	7.57%
905 Fairhill Square	608	24.34%	13.32%
906 Francisville	747	37.48%	14.46%
907 Ludlow	613	29.69%	9.95%
908 Susquehanna	631	26.47%	11.25%
909 Strawberry Mansion	732	41.12%	16.94%
910 Oxford/Jefferson	592	34.63%	7.60%
055A Parkview	20	5.00%	5.00%
065 Collegeview	54	7.41%	7.41%
100 CB Moore Homes	30	3.33%	3.33%
104 Arlene Homes	32	0.00%	0.00%
Total Scattered Sites	6,174	25.59%	9.99%
Total PHA Conventional & Scattered Sites	14,931	23.57%	12.25%
<u>Alternatively Managed Entities</u>			
030 Abbottsford Homes	641	49.92%	2.18%
121 Courtyard Apartments at Riverview	470	5.32%	5.32%
127 Spring Garden Scattered Sites	N/D	N/D	N/D
131 St. Anthony's Senior Residence	N/D	N/D	N/D
Total Alternatively Managed Sites	1,111	31.05%	3.51%
Grand Total	16,042	24.09%	11.64%
N/A: Not Applicable. Development is currently vacant.			
N/D: No Data collected for April 1, 2001. Projected values provided for next reporting period.			

MOVING TO WORK PLAN
APPENDIX F

Appendix F: Uncollected Rent

This Appendix provides information on the rates of PHA property rents uncollected as of April 1, 2001.				
Development Number/Name	Rents Billed	Rent Uncollected	Percent Uncollected 2000	Percent Projected Uncollected 2001
<u>Conventional: North Area</u>				
003 Richard Allen Homes	243,232.00	10,194.06	4.19%	3.98%
010 Raymond Rosen	391,351.00	16,938.70	4.33%	4.11%
119 Raymond Rosen (Included with Raymond Rosen 010)				
014 Norris Homes I High Rise	317,812.00	22,235.80	7.00%	6.65%
015 Harrison Plaza	393,585.00	35,675.01	9.06%	8.61%
016 Cambridge Plaza	N/A	N/A	N/A	N/A
050 Blumberg	290,305.00	0.00	0.00%	0.00%
055B Fairhill	272,146.00	9,300.64	3.42%	3.25%
114 Gladys B. Jacobs	90,269.00	574.70	0.64%	0.60%
Total North Area	\$ 1,998,700.00	\$ 94,918.91	4.75%	4.51%
<u>Conventional: Germantown/Northeast Area</u>				
021 Schuylkill Falls	N/A	N/A	N/A	N/A
023 Liddonfield	415,373.00	39,702.13	9.56%	9.08%
024 Queen Lane	155,366.00	8,000.19	5.15%	4.89%
029 Hill Creek	301,245.00	27,931.54	9.27%	8.81%
032 Oxford Village	232,818.00	13,705.90	5.89%	5.59%
034 Whitehall Apartments	155,495.00	13,027.40	8.38%	7.96%
042 Champlost Homes	163,605.00	7,642.45	4.67%	4.44%
049 Morton Homes II	325,456.00	18,984.55	5.83%	5.54%
066 Holmecrest	96,068.00	494.03	0.51%	0.49%
076 Emlen Arms	178,411.00	346.00	0.19%	0.18%
079 Plymouth Hall	54,562.00	193.00	0.35%	0.34%
083 Germantown House	194,670.00	4,166.64	2.14%	2.03%
Total Germantown/Northeast Area	\$ 2,273,069.00	\$ 134,193.83	5.90%	5.61%
<u>Conventional: South Area</u>				
002 Tasker Homes	810,163.00	95,633.07	11.80%	11.21%
013 Wilson Park-Elderly/Family	585,103.00	33,205.99	5.68%	5.39%
020 Spring Garden	238,818.00	13,482.23	5.65%	5.36%
031 Bartram Village	477,678.00	43,071.78	9.02%	8.57%
036 Martin Luther King Plaza	N/A	N/A	N/A	N/A
052 Passyunk Homes	N/A	N/A	N/A	N/A
062 Point Breeze Court	71,504.00	3,854.65	5.39%	5.12%
Total South Area	\$ 2,183,266.00	\$ 189,247.72	8.67%	8.23%
<u>Conventional: West Area</u>				
001 Johnson Homes	604,378.00	25,950.79	4.29%	4.08%
018 Arch Homes	92,184.00	9,709.04	10.53%	10.01%
035 Haddington Homes	175,479.00	14,727.30	8.39%	7.97%
039 Westpark Apartments	247,103.00	24,555.12	9.94%	9.44%
041 Mill Creek II Low Rise	234,768.00	13,258.17	5.65%	5.36%

Appendix F: Uncollected Rent

Development Number/Name	Rents Billed	Rent Uncollected	Percent Uncollected 2000	Percent Projected Uncollected 2001
045 Mantua Hall	104,564.00	10,492.02	10.03%	9.53%
046 Haverford Homes	28,427.00	1,056.00	3.71%	3.53%
061 Paschall Apartments	204,658.00	17,075.74	8.34%	7.93%
063 Katie B. Jackson	71,340.00	1,784.90	2.50%	2.38%
077 Bentley Hall	86,196.00	1,119.00	1.30%	1.23%
093 West Park Plaza	<u>75,064.00</u>	<u>529.00</u>	<u>0.70%</u>	<u>0.67%</u>
Total West Area	\$ 1,924,161.00	\$ 120,257.08	6.25%	5.94%
Total Conventional	\$ 8,379,196.00	\$ 538,617.54	6.43%	6.11%
<u>Scattered Sites</u>				
901 Haddington/Overbrook	297,566.00	15,054.88	5.06%	4.81%
063 Katie B Jackson (Included with "Katie B. Jackson/Conventional Site/063")				
902 Mantua	257,795.00	62.19	0.02%	0.02%
903 Kingsessing	316,992.00	16,838.26	5.31%	5.05%
904 Germantown/Hunting Park	280,627.00	0.00	0.00%	0.00%
905 Fairhill Square	249,135.00	2,291.83	0.92%	0.87%
906 Francisville	320,349.00	9,666.62	3.02%	2.87%
907 Ludlow	264,839.00	8,779.70	3.32%	3.15%
908 Susquehanna	308,153.00	11,621.93	3.77%	3.58%
909 Strawberry Mansion	277,345.00	8,857.05	3.19%	3.03%
910 Oxford/Jefferson	245,082.00	7,704.13	3.14%	2.99%
055A Parkview	20,672.00	110.00	0.53%	0.51%
065 Collegeview	52,147.00	1,242.10	2.38%	2.26%
100 CB Moore Homes	37,031.00	3,985.20	10.76%	10.22%
104 Arlene Homes	<u>49,524.00</u>	<u>3,236.40</u>	<u>6.54%</u>	<u>6.21%</u>
Total Scattered Sites	\$ 2,977,257.00	\$ 89,450.29	3.00%	2.85%
Total PHA Conventional & Scattered Sites	\$ 11,356,453.00	\$ 628,067.83	5.53%	5.25%
<u>Alternatively Managed Entities</u>				
030 Abbottsford Homes	418,898.00	56,849.00	13.57%	12.89%
121 Courtyard Apt at Riverview	715,628.00	78,563.00	10.98%	10.43%
127 Spring Garden Scattered Sites	N/D	N/D	N/D	N/D
131 St. Anthony's Senior Residence *	N/D	N/D	N/D	N/D
Total Alternatively Managed Sites	\$ 1,134,526.00	\$ 135,412.00	11.94%	11.34%
Grand Total	\$ 12,490,979.00	\$ 763,479.83	6.11%	5.81%
N/A: Not Applicable. Development is currently vacant.				
N/D: No Data available for April 1, 2001. Projected values provided for next reporting period.				

MOVING TO WORK PLAN
APPENDIX G

Appendix G: Work Order Response Rate

This Appendix provides information on PHA property work order response rates as of April 1, 2001.				
	FY 2001 Actual		Projected Response Rates by March 31, 2002	
	Emergency	Routine	Emergency	Routine
Development Number/Name	Percent Completed Under 24 Hrs	Average Days to Complete	Percent Completed Under 24 Hrs	Average Days to Complete
<u>Conventional: North Area</u>				
003 Richard Allen Homes	100%	4	100%	<25
010 Raymond Rosen	100%	2	100%	<25
119 Raymond Rosen (Included in Raymond Rosen "010")				
014 Norris Homes I High Rise	100%	4	100%	<25
015 Harrison Plaza	100%	9	100%	<25
016 Cambridge Plaza	100%	6	N/A	N/A
050 Blumberg	100%	1	100%	<25
055 Fairhill	100%	2	100%	<25
114 Gladys B. Jacobs	100%	1	100%	<25
Total North Area	89%	4	100%	<25
<u>Conventional: Germantown/Northeast Area</u>				
021 Schuylkill Falls	N/A	N/A	N/A	N/A
023 Liddonfield	100%	4	100%	<25
024 Queen Lane	100%	1	100%	<25
029 Hill Creek	100%	3	100%	<25
032 Oxford Village	100%	0	100%	<25
034 Whitehall Apartments	100%	2	100%	<25
042 Champlost Homes	100%	6	100%	<25
049 Morton Homes II	100%	7	100%	<25
066 Holmecrest	100%	5	100%	<25
076 Emlen Arms	100%	2	100%	<25
079 Plymouth Hall	100%	2	100%	<25
083 Germantown House	100%	2	100%	<25
Total Germantown/Northeast Area	92%	3	100%	<25
<u>Conventional: South Area</u>				
002 Tasker Homes	100%	8	100%	<25
013 Wilson Park-Family/Elderly	100%	3	100%	<25
020 Spring Garden	100%	4	100%	<25
031 Bartram Village	100%	3	100%	<25
036 Martin Luther King Plaza	N/A	N/A	N/A	N/A
052 Passyunk Homes	N/A	N/A	N/A	N/A
062 Point Breeze Court	100%	2	100%	<25
Total South Area	71%	5	100%	<25
<u>Conventional: West Area</u>				
001 Johnson Homes	100%	3	100%	<25
018 Arch Homes	100%	11	100%	<25
035 Haddington Homes	100%	10	100%	<25
039 Westpark Apartments	100%	10	100%	<25
041 Mill Creek II Low Rise	100%	3	100%	<25
045 Mantua Hall	100%	5	100%	<25

Appendix G: Work Order Response Rate

	FY 2001 Actual		Projected Response Rates by March 31, 2002	
	Emergency	Routine	Emergency	Routine
Development Number/Name	Percent Completed Under 24 Hrs	Average Days to Complete	Percent Completed Under 24 Hrs	Average Days to Complete
046 Haverford Homes	100%	3	100%	<25
061 Paschall Apartments	100%	4	100%	<25
063 Katie B. Jackson	100%	2	100%	<25
077 Bentley Hall	100%	3	100%	<25
093 West Park Plaza	100%	7	100%	<25
Total West Area	100%	5	100%	<25
Total Conventional	100%	4	100%	<25
<u>Scattered Sites</u>				
901 Haddington/Overbrook	100%	19	100%	<25
063 Katie B Jackson	100%	5	100%	<25
902 Mantua	100%	18	100%	<25
903 Kingsessing	100%	10	100%	<25
904 Germantown/Hunting Park	100%	18	100%	<25
905 Fairhill Square	100%	28	100%	<25
906 Francisville	100%	28	100%	<25
907 Ludlow	100%	12	100%	<25
908 Susquehanna	100%	14	100%	<25
909 Strawberry Mansion	100%	24	100%	<25
910 Oxford/Jefferson	100%	27	100%	<25
055 Parkview	100%	5	100%	<25
065 Collegeview	100%	11	100%	<25
100 CB Moore Homes	100%	10	100%	<25
104 Arlene Homes	100%	12	100%	<25
Total Scattered Sites	100%	20	100%	<25
Total PHA Conventional & Scattered Sites	100%	10	100%	<25
<u>Alternatively Managed Entities</u>				
030 Abbottsford Homes	100%	14	100%	<25
121 Courtyard Apartments at Riverview	100%	2	100%	<25
127 Spring Garden Scattered Sites	N/D	N/D	100%	<25
131 St. Anthony's Senior Residence	N/D	N/D	100%	<25
Total Alternatively Managed Sites	100%	7	100%	<25
Grand Total	100%	4	100%	<25
N/A: Not Applicable. Development is currently vacant. Site will not be reoccupied in FY 2002.				
N/D: No Data available for April 1, 2001. Projected values provided for next reporting period.				

MOVING TO WORK PLAN
APPENDIX H

Appendix H: Annual Inspections of Dwelling Units

This Appendix provides information on the number of dwelling unit inspections made by PHA in FY 2001.				
	FY 2000		FY 2001	
	Amount	Percent ACC Units	Amount	Percent ACC Units
Total Number of ACC Units.	17,033	100%	17,218	100%
Sum of Units Exempted where the PHA made two documented attempts to inspect and is enforcing the lease.	27	0%	27	0%
Vacant Units Exempted for Capital Fund.	1,489	9%	1,505	9%
Vacant Units Exempted for Other Reasons.	1,218	7%	1,231	7%
Total Number of Units Inspected Using the Uniform Physical Conditions Standard.	14,299	84%	14,454	84%
Total Number of Units Inspected That Did Not Require Repairs.	10,065	59%	10,174	59%
Total Number of Units inspected where necessary repairs were completed to comply with UPCS either during the inspection, issued Work Orders for repairs, or referred the deficiency to the current year's or next year's Capital Fund Program.	4,234	25%	4,280	25%
Adjusted Units Inspected By PHA.	14,299	100%	14,454	100%
Total Number of Units Inspected that did not require repairs.	10,065	70%	10,174	70%

MOVING TO WORK PLAN
APPENDIX I

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

COMPREHENSIVE FAMILY SUPPORT SERVICES

Description

PHA will operate an MTW Family Program in which families and staff develop self-sufficiency and service plans for the entire family based on their assessed needs. At minimum, self-sufficiency goals will include full time employment at a living wage and completion of secondary education, if applicable, for all adult family members. Areas of training and support may include, but not limited to, resident responsibility, occupational skills training, home ownership, entrepreneurship, attainment of additional educational goals, treatment for substance abuse and conflict resolution training to manage domestic and community disputes.

PHA will establish collaborative working relationships with other local service providers, arrange for the provision of services to family members and develop and implement new and innovative programs to bridge identified service gaps. Participating families will receive case management and other support services during the term of its agreement, including housing-related and other incentives to encourage continued participation in the Family Support Program.

Expected Outcomes

- Adult members of participating families will achieve employment and educational self-sufficiency goals.
- Social and economic isolation of families will be reduced.
- Youth will achieve higher education and/or sustainable employment opportunities.
- Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.
- Community receptivity to public and assisted housing residents, particularly Section 8 recipients, will increase.

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

ONE- STOP CENTERS

Description

Over the term of the MTW Demonstration Program, PHA will establish One-Stop Centers in Philadelphia, in which public and assisted housing residents can access a wide range of programs and services. These community-based service centers will be developed through renovation of PHA's existing conventional and scattered sites. Early in the year 2002, PHA will complete the first One-Stop at Blumberg Apartments, a family development with townhouses and high-rise units.

The One-Stop Center will include meeting, classroom and training space, on-site childcare and a computer laboratory. Space will be utilized for senior programs and youth activities, as well as those geared directly to family self-sufficiency. PHA will expand and initiate relationships with partner agencies to provide services in education, economic development, homeownership employment and training, health and childcare.

Partners will conduct intake/enrollment, offer individual and group orientations, training and counseling and conduct community seminars. PHA is contributing space at a reduced rate. Partners will work closely with PHA to minimize/eliminate differences in eligibility requirements to ensure full access to services. by public.

Expected Outcomes

- Residents will learn about and fully utilize previously unavailable programs and services, including neighborhood-based programs and services, consistent with their family and individual service needs.
- Working families will be attracted to newly renovated/constructed centers that provide on-site community services and career advancement opportunities.

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

EMPLOYMENT AND TRAINING SERVICES PROGRAM

Description

PHA will establish a comprehensive employment and training service component that will include existing programs such as the Pre-Apprenticeship Training and Certified Nursing Assistant Training Program. It will customize training and placement programs developed in response to local employment and training needs and requirements. PHA will work with the local Workforce Investment agency and other employment and training providers to ensure full access to existing programs for public and assisted housing residents. PHA will also create a computerized assessment, training and placement system to help match residents with employers based on education and experience. It will help employers facilitate the recruitment of residents to hire.

Expected Outcomes

- Residents will access employment training and placement services that offer entry into long-term, higher skilled, employment opportunities consistent with local employer needs.
- Employers will fill their workforce needs with qualified residents expeditiously.

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

ECONOMIC DEVELOPMENT AND ENTREPRENEURIAL TRAINING PROGRAM

Description

PHA will establish a comprehensive economic development program providing entrepreneurial training, capital and start-up financial assistance plus follow-up/supplemental training to public and assisted housing residents who want to establish their own businesses. PHA will work with existing and new local and national partners, including the Small Business Administration, to secure post-training support services and technical assistance.

Expected Outcomes

- Residents will establish their own businesses employing other residents.
- Community fabric will be strengthened through development of home-based businesses or businesses in proximity to PHA developments and families.

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

HOUSING SEARCH ASSISTANCE

Description

The Housing Search Assistance component will be modeled after PHA's Regional Opportunity Counseling Program and utilize the assistance of local non-profit organizations and community development corporations to identify safe, affordable, attractive housing in areas with quality services and amenities for families; and lower concentrations of poverty. Housing search assistance partners will locate housing, counsel families in areas such as budgeting and housekeeping, show housing to families, develop and share information about neighborhoods with families, negotiate with landlords, and follow up with families to support successful tenancy. The program will be expanded to provide assistance to families seeking home ownership as well as those with a Section 8 voucher.

Expected Outcomes

- Increase landlord participation in the Section 8 Program, thereby increasing housing choice for participants and marketing PHA's housing resource effectively.
- Provide housing opportunities in low poverty neighborhoods that offer high quality housing, education and employment.
- Provide support to disabled families, including the mobility-impaired, to locate suitable housing in low poverty areas.

DEVELOP A COMPREHENSIVE MTW FAMILY PROGRAM

HOMEOWNERSHIP

Description

PHA will integrate its current homeownership program components, including the 5h program for scattered site, the Section 8 homeownership program, homeownership components developed through HOPE VI and mixed finance sites, and the Turnkey III program so that residents interested in homeownership can access homeownership counseling and assistance in moving to homeownership through participation in the MTW Family Program.

PHA will also allow for development of a lease/purchase program to increase the accessibility of homeownership to all MTW and MTW-eligible families. The program will accommodate underwriting deficiencies, e.g. credit history, employment history, insufficient savings, etc.

Expected Outcomes

- Increase number of MTW Family Program participants who become homeowners.
- Expand housing choice for low-income participants.
- Contribute to neighborhood stabilization through increased homeownership.

Revitalize Neighborhoods And Establish Balanced Communities Where MTW And MTW-Eligible Families Reside

SPARKLE PLUS PROGRAM

Description

The Sparkle Plus Program is a five-part plan to build better neighborhoods throughout our communities through (1) investing in residents; (2) beautification of the developments; (3) demolition of old buildings; (4) rehab of housing stock; and (5) provision of public safety. Through the efforts of PHA staff, partners, and public housing residents, public housing communities are becoming the housing of choice rather than housing of last resort. In FY 2001, PHA improved the exterior appearances of 51 conventional and scattered site developments throughout the city. Improvements included landscaping, decorative lighting, new signs, concrete and blacktop, fencing, painting, new exterior security doors, tree trimming, and establishment of ongoing grounds maintenance programs.

As part of Sparkle Plus, PHA planned and began implementation of a series of large-scale community clean up campaigns designed to involve thousands of PHA and neighborhood residents in improving exterior conditions at each site. The PHA organized two Sparkle Plus clean-up campaigns. The most recent effort took place on September 15, 2001 and was an outstanding success. The first Sparkle Plus event occurred on April 15, 2001, together the two events enlisted more than 19,000 volunteers for clean-up and beautification work at many PHA sites and their surrounding areas. These clean-up efforts are the very spirit and character of PHA's revitalization of public housing throughout Philadelphia. In addition to the two citywide clean-up efforts, PHA and its community stakeholders also sponsored six "Community Days" throughout the summer. These events were held at various PHA locations where more than 2,000 volunteers, including residents, community supporters and PHA employees worked together to improve the appearance of PHA developments.

Hundreds of shrubs were planted, lawns were mowed, overgrown vegetation was cut, flowers were planted and curbs painted. Neighborhood gardens were created and colorful murals were painted on specified properties. The goal: to make public housing blend with other residential communities and help eliminate the negative perceptions that have, for far too long, surrounded public housing.

Expected Outcomes

A result of the enormous gathering of committed volunteers was the improved communication, cooperation and coordination between residents, organizations and institutions that support and promote PHA. The results have reached people living in and outside the City of Philadelphia, our community and state leaders and those in neighboring states. The events also brought positive actions and coverage from the news media.

PHA has made a tremendous start and with the opportunities afforded under MTW, PHA intends to sustain the progress made to improve PHA developments and their adjacent neighborhoods.

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

IMPLEMENT ASSET MANAGEMENT/DEVELOPMENT STRATEGY FOR SCATTERED SITES

Description

The Philadelphia Housing Authority (PHA) has adopted a plan for *Asset Development-Asset Management Strategy for Scattered Site Public Housing* that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

Expected Outcomes

- Replicate PHA's successful Eastern North Philadelphia Master Planning activities in other strategic neighborhoods throughout Philadelphia, focusing on neighborhoods with major concentrations of scattered site housing units.
- Work in partnership with other city agencies (OHCD, City Planning Commission, Redevelopment Authority, Licenses and Inspections, etc.) to revitalize neighborhoods.
- Self-certify to the required provisions of Section 18 of the Housing Act of 1937 regarding demolition and disposition of scattered site properties by working with HUD to develop a customized process for scattered site properties.
- Develop, together with HUD, standards for the acquisition of scattered sites in connection with the redevelopment of scattered sites already owned by PHA. This will be consistent with the Site and Neighborhood Standards set forth in Section VII, C, 3 of PHA's MTW Agreement in lieu of the corresponding regulations set forth at 24 CFR part 941.
- Consult with residents and the community regarding development activities through meetings.
- Integrate the scattered site 5h programs into a MTW Family Homeownership program to sell scattered site units and to create new affordable units.
- Partner with major institutions (i.e. educational and medical) to provide housing opportunities for their employees in mixed communities with public housing residents to transform impacted neighborhoods and to deconcentrate poverty.
- Initiate market studies to identify mixed-income and market rate-housing opportunities.
- Identify and promote commercial and retail development opportunities compatible with residential developments in neighborhoods where PHA has a substantial presence.
- Issue an open-ended RFP to developers to help streamline the process of obtaining third-party developers to construct public housing units.
- Establish Total Development Cost Cap (TDC) and Housing Cost Cap (HCC) standards and design and amenities guidelines applicable to PHA that are appropriate

for Philadelphia, to assure high quality, marketable units and to eliminate or minimize any stigmatizing distinctions between market rate and affordable units.

- Plan disposition of scattered site properties located in neighborhoods with very high concentrations of dilapidated units for non-residential development to create employment opportunities and to improve the local quality of life; and use the sales proceeds to create housing in non-impacted areas.
- Develop partnerships with residents and CDC and conduct workshops to foster development

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

STREAMLINE THE ACQUISITION, DEMOLITION, AND DISPOSITION PROCESSES FOR SCATTERED SITES

Description

PHA needs a customized acquisition, demolition and disposition process that meets the unique needs of its enormous and dispersed scattered site inventory. To improve efficiency and reduce the burden for HUD and PHA, the Authority will initiate a flexible process that allows PHA to assume the role of a responsible private sector developer to take advantage of development opportunities, as they become available. This will require a variation from the traditional demolition, disposition and acquisition application processes. PHA will develop with HUD a self-certification procedure that ensures compliance with the goals, standards and safeguards set forth in Section 18 that are appropriate for scattered sites. This improvement will eliminate unnecessary impediments to the efficient and economical use of scattered sites for new development projects undertaken by PHA and by third parties, such as CDCs, non-profits and other governmental entities.

Expected Outcomes

- Secure generic authorization to acquire, demolish and dispose of small groupings of units annually using the MTW initiative.
- Ensure compliance with the goals, standards and safeguards set forth in Section 18 that are appropriate for the demolition and disposition of scattered sites.
- Implement HUD-approved method of self-certification to assure compliance with Section 18, NEPA, etc.
- Notify residents and the community through meetings to review PHA plans for scattered site demolition, disposition and development activities. Meetings will serve as a forum for training and networking with residents, neighbors, CDCs, non-and other governmental organizations.
- Inviting residents, CDCs, non-profits, developers and organizations to be initiators of development activities.
- Further refine the expedited emergency demolition process to incorporate the City of Philadelphia's expedited process for demolition of imminently dangerous buildings

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

ESTABLISH FLEXIBLE STANDARDS FOR SITE ACQUISITION

Description

In order to consolidate scattered units into manageable entities and to effectively develop market-rate, mixed-income and mixed-finance communities that will expand housing options and choice for MTW Family Program participants and stabilize marginal communities, PHA needs to acquire properties contiguous and nearby to its scattered site inventory to create sufficiently large developable parcels and achieve an economy of scale.

Therefore, PHA will develop, together with HUD, alternative standards for the acquisition of multi family properties and scattered site units for redevelopment. These standards will be consistent with the Site and Neighborhood Standards set forth in Section VII, C, 3 of PHA's MTW Agreement and would override the corresponding regulations set forth at 24 CFR part 941. PHA will use Section 8 certificates or provide a public housing unit for the relocation of public and private parties resulting from acquisition activities.

Expected Outcomes

- Deconcentrate poverty and create more economically diverse communities.
- Stabilize at-risk neighborhoods.
- Eliminate hazards to public health and safety.
- Eliminate vacant lots and isolated row homes that contribute to urban blight.
- Protect existing PHA investments and promote the activity of local neighborhood non-profits and CDCs.
- Acquire and develop affordable housing in non-impacted neighborhoods.

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

REPLACE UNITS LOST SINCE 1996

Description

Over the next ten years, PHA will seek to replace units lost since 1996. PHA will work closely with the private sector to insure that these units will be replaced in mixed income communities. PHA will develop its own mixed-finance program which will allow for the use of unit-based leased housing assistance which is more flexible than the existing mixed finance application process. Simplification of housing management practices will be an important tool. Revised property and system inspection protocols will be put in place along with a revised lease and site-based or area waiting list. In order to meet market needs as identified, PHA will also explore the needs for and feasibility of developing assisted living facilities, nursing homes and congregate living.

Expected Outcomes

- Use an established set of criteria approved by HUD for qualifying and selecting developers, partners or projects so that PHA will be able to initiate discussions with developers for participation in revitalization efforts rather than be restricted to the normal RFP process.
- Work with HUD to eliminate the distinction between assistance provided through the reassignment of ACCs and project-based section 8 assistance.
- Assemble developable tracts, partly with the acquisition of properties from the RDA and FHA.
- Establish site-based and neighborhood/area based waiting lists wherever possible to reduce vacancy rates and conduct market studies and collect market data.
- Develop assisted living facilities.
- Acquire properties in non-impacted neighborhoods.

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

ESTABLISH CRITERIA FOR QUALIFYING AND SELECTING DEVELOPERS FOR REDEVELOPMENT PROJECTS

Description

PHA will work with HUD to establish a set of criteria for qualifying and selecting developers, development partners or projects that is not restricted to the normal RFP process. These criteria will allow PHA to initiate discussion with and solicit the participation of developers on a year-round basis. The goal is to ensure competition without the time delays of existing procedures.

Expected Outcomes

- Initiate an open-ended RFP process to streamline the development process.
- Establish and seek HUD approval of developer qualification and selection criteria and process.
- Require at least three bids at all levels.

**REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES
WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE**

**DESIGNATE PERCENTAGE OF MODERNIZED UNITS IN NEIGHBORHOODS
FOR QUALIFIED VERY LOW-INCOME HOUSEHOLDS**

Description

The City has an enormous unmet need for decent, safe, sanitary and affordable housing. To illustrate the need, since November 1, 2000, PHA received over 27,000 applications for Section 8 housing assistance during a two-week period. Because of Section 8 rent limits, most PHA applicants have a limited range of housing options, primarily confined to racially and economically impacted neighborhoods within the urban core. Large sections of the city are in need of investment to reverse these trends. PHA's creation of mixed-income, mixed-finance communities will provide alternate opportunities for very low-income families, including MTW Family Program participants.

Expected Outcomes

- Certify that at least 75% of families assisted will be very low-income households at the time they enter the program.
- Acquire properties in non-traditional neighborhoods (both single- and multi-family dwellings).

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

MAKE AFFORDABLE UNITS AVAILABLE IN MIXED-INCOME NEIGHBORHOODS

Description

The City of Philadelphia has a high level of need for attractive, affordable housing in mixed-income communities of revitalized neighborhoods. Large areas of the city consist of contiguous qualified census tracts and impacted census tracts. PHA will promote the availability of affordable units in mixed income communities by attracting the middle class back to the inner-city to purchase homes in revitalized mixed income communities and by developing its own mixed-finance programs to promote mixed income developments in neighborhoods with very low concentrations of low-income families. PHA's flexible mixed-financed program will allow for the use of unit-based leased housing assistance for privately owned units and by creating public housing units in mixed income communities, further expanding the housing options for MTW Family Program participants.

Expected Outcomes

- Develop mixed finance programs tailored to meet diversified local scattered site housing needs.
- Issue an RFP for developers and development partners for large scale and small-scale development.
- Streamline the process to enable developers to work efficiently and effectively with PHA.

**REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES
WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE**

ESTABLISH MARKET BASED RENT CAP

Description

PHA will implement flat rents in both its mixed-income development program and its conventional and scattered site program. PHA will develop tiered flat rents to simplify the re-certification process and the management load for the project developer. This simplified process will further encourage developer participation and encourage residents to improve their circumstances without immediately being penalized with a rent increase. The success of this initiative will also rely on the full participation of residents in MTW Family Program with particular emphasis on improving resident responsibility and "quality of life"-related life skills.

Expected Outcomes

- Develop tier-based structure on the level of capital subsidy provided that will cover debt service only.
- Encourage residents to participate in the MTW Family Program.

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

ESTABLISH RELATIONSHIP WITH FHA AS A POTENTIAL SOURCE OF PROPERTIES

Description

PHA's mixed-income development program will include developing a close working relationship with FHA. PHA works as a preferred developer and creates partnerships that prevent absentee landlords from taking advantage of the Section 8 program to destabilize neighborhoods.

Expected Outcomes

- Acquire FHA properties at a discount and have FHA workout funds available.
- Establish PHA Right of First Refusal for FHA Properties.
- FHA to pay for lead testing and remediation costs of FHA properties.
- Participate with private sector partners and stabilize low-income neighborhoods at risk.
- Compete aggressively against speculators.

REVITALIZE NEIGHBORHOODS AND ESTABLISH BALANCED COMMUNITIES WHERE MTW AND MTW-ELIGIBLE FAMILIES RESIDE

Implement Programs That Promote the Well-Being of PHA Neighborhoods and the Accountability of Program Participants

Description

The PHA has incorporated into its Strategic Planning process the initiative to develop, implement and promote quality of life ordinances and a good neighbor policy in conjunction with the City of Philadelphia. It is imperative for PHA and the city to work together to promote public safety programs. PHA will develop and implement an effective process for reporting and responding to violations. PHA will initiate discussions with the Municipal Court to enforce Good Neighbor violations through the terms of the lease.

Through Moving to Work, PHA will develop and implement programs to match nonprofits, institutions, private sector agencies, and neighborhood organizations with PHA public health and safety programs/issues. Public safety programs such as D.A.R.E. and G.R.E.A.T. will serve the children residing at PHA developments at the rate of two schools per term. PHA will expand the Boys Scout of America's Explorer Program at additional conventional sites. All activities and training will be marketed and advertised through the print and electronic media.

In order to promote and improve services, PHA will further enhance, as well as define, the roles between the Philadelphia Police Department and the PHA Police Department (PHAPD). The enhancement of the roles and services may include, but not be limited to, expanding site-based community policing, reviewing and evaluating opportunities to implement Operation Take-Charge Pilot Program, identifying a list of conventional sites that are adjacent to schools to expand Drug Free Zones, posting Drug Free Zone signage at all conventional sites, pursuing legislative initiatives to establish public housing as Drug Free Zones, and establishing neighborhood town-watch groups.

PHA has developed and implemented a Police Advisory Board. The Board has a mission statement, structure, and function. Under development are reporting responsibilities and schedule for implementation, along with monitoring and performance evaluations. Tenant Support Services Inc. has assisted in organizing the Board and will play an ongoing role.

A Loss/Safety Committee has been established to address work related safety and loss issues. An executive loss/safety committee has also been established to review and issue recommendations to improve work place safety conditions. An accident review process has been established to reduce property damages claims: Fire and Safety programs have been developed and will be expanded to allow PHA to conduct inspections address deficiencies and continue upgrading fire prevention and safety programs. It will incorporate Scattered Site block inspections for fire safety, expansion of fire drills at Conventional Sites and the development of routine program training, education and safety inspections for residents and staff.

Through the development of a comprehensive emergency management system, PHA will establish protocols for its employees to assist with emergency management situations that are unique to each level of government (Federal, State and City).

Expected Outcomes

Neighborhood Balance:

- The development of a program to ensure "Quality of Life Through a Good Neighbor Policy";
- The establishment of community partnerships to assist PHA in promoting public safety programs with accountability;
- The institution of effective strategies through community policing that address crimes against persons and properties.

Model Program:

- The establishment of a Police Advisory Board that will include residents and police personnel;
- The establishment of a strategic plan for risk management;
- The development of a comprehensive emergency management system.

DEVELOP A LOCAL RENT SUBSIDY PROGRAM

REDESIGN SECTION 8 PROGRAM

Description

PHA will design, plan and implement a comprehensive revision of the Section 8 program that incorporates changes to increase administrative efficiency and effectiveness. Redesign will eliminate barriers to optimum use of Section 8 resources by participants, property owners and neighborhoods. To increase acceptance of the rent subsidy program in neighborhoods, PHA will emphasize the potential of the family self-sufficiency programs along with the quality of life and lease enforcement efforts to ensure integration rent subsidized units into the overall neighborhood fabric. PHA will provide counseling to MTW families in "good neighbor" skills and will provide intensive, individualized support and assistance for participants' achievement of self-sufficiency goals.

During the MTW demonstration period, PHA will identify and analyze Section 8 program requirements and regulations, evaluate their local impact and develop and implement a revised Administrative Plan for a new Leased Housing Program. We expect the program to include, at minimum, the following objectives and activities:

Expected Outcomes

- Assessment of the viability of resident utility payments through direct deposit.
- Develop and implement a Customer Relations Program.
- Implementation of two year re-certifications.

DEVELOP A HOUSING ASSISTANCE PROGRAM

SEVEN-YEAR LIMIT STRATEGY

Description

PHA will initiate a seven-year limitation to participation in the Section 8 Voucher program. During the seven-year period the voucher holder will participate in Moving to Work activities that lead to self-sufficiency. Activities such as job training and housing counseling will lead to employment and homeownership.

PHA will develop strategic partnerships to accomplish the goals of the program. PHA will work with the Philadelphia Workforce Development Corporation, to provide employment and training services. PHA will work with the Philadelphia County Assistance Office to provide support services that reduce barriers to employment. PHA will work with the Housing Association of Delaware Valley and other qualified agencies to provide housing counseling. PHA will codify the relationship of the partnering organizations in a Memorandum of Understanding.

PHA will also offer the opportunity for participants to obtain employment through the Section 3 program and through resident training initiatives. The Section 3 program includes Bureau of Apprenticeship and Training certified apprenticeships in the building trades. PHA also offers allied health training for Pharmacy Technicians and Certified Nursing Assistants. PHA will also offer opportunities for the Section 8 seven-year voucher holders to develop businesses through the Revolving Loan program.

Participating families will also be eligible for PHA support services that remove barriers to employment. PHA services include Head Start and Day care services. PHA also offers after school programs during the school year that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also offers an award winning year round academic, career education and work experience program for high school students.

Expected Outcomes

- Reduced concentrations of poverty at rent subsidized properties.
- Improved community relations for recipients of subsidy.
- Increased property values in rent subsidized communities.
- Increased availability of available properties in non-impacted areas.
- Increased homeownership among rent subsidized participants.

DEVELOP A HOUSING ASSISTANCE PROGRAM

Dislocated Worker Section 8 Voucher Program

Description

The Philadelphia Housing Authority will provide a two-year Section 8 Voucher to dislocated workers that are receiving unemployment compensation due to circumstances such as layoffs, business closings, plant relocation, and mergers.

The Philadelphia Housing Authority will work with the Pennsylvania Bureau of Employment Security, and the Philadelphia Workforce Development Corporation to identify eligible applicants for the two-year Section 8 Vouchers. A critical element of the program is the certification that the applicant is receiving unemployment compensation.

All participants in this initiative will be enrolled into the MTW program. The program will consist of an objective assessment made by the Philadelphia workforce Development Corporation and an Individual Service Strategy developed by PWDC in conjunction with PHA. The participant will be able to select from a menu of employment generating services through each of the participating organizations. The Bureau of Employment Security will offer the opportunity for "Job Service" to conduct their direct placement service. PWDC will offer opportunities for retraining and upgrading of occupational skills. PHA will offer the opportunity for participants to obtain employment through the Section 3 program and resident training initiatives. The Section 3 program will include Bureau of Apprenticeship and Training certified apprenticeships in the building trades. PHA also offers allied health training for Pharmacy Technicians and Certified Nursing Assistants. PHA will also offer opportunities for participants to develop businesses through the Revolving Loan program.

Participating families will also receive services under MTW that remove barriers to employment. The range of services available to the families include Head Start and Daycare services. PHA also offers after school programs during the school year that provide daily homework assistance, cultural arts, and physical activities for elementary and middle school youth. PHA also offers award winning year round academic, career education and work experience programs for high school students.

All participants in the MTW two-year Section 8 Voucher program will be eligible to participate in the PHA homeownership program, in which case they will receive homeownership counseling and develop escrow accounts.

Expected Outcomes

- Attracting working families to Section 8
- Reduced concentrations of poverty in Section 8 properties
- Improved community relations for Section 8 placements
- Increased property values in Section 8 Communities

IMPLEMENT AN ENERGY PERFORMANCE CONTRACTING PROGRAM

UTILITY AUDIT

Description

PHA has contracted with two Energy Service Contractors (ESCO's) to perform audits on public housing units. In Phase I of an expected four-phase project, the audits will examine the water, gas and electric consumption. In addition, building systems will be analyzed to identify improvements that can be made to reduce energy use.

A comprehensive energy analysis report has been prepared detailing energy and cost savings that would result from recommended energy conservation measures (ECM's). The report will:

- Identify potential energy cost savings measures for installation or implementation at each site or unit.
- Estimate the capital and operational cost and savings and the life expectancy of each ECM.
- Specify PHA operations and maintenance procedures, which will be affected by the installation and implementation of the proposed ECM's.

The primary purpose of the report is to provide an engineering basis for negotiating an energy service agreement between the PHA and the ESCO in phase II.

Expected Outcomes

- Provide detailed analysis of utility consumption patterns for approximately 25% of the public housing inventory.
- Identify potential energy cost saving measures that could be implemented.
- Provide a detailed engineering and fiscal report, which will provide the basis for negotiating, proposed Guaranteed Energy Savings Contracts with ESCO's in phase II.

IMPLEMENT AN ENERGY PERFORMANCE CONTRACTING PROGRAM

NEGOTIATION OF GUARANTEED ENERGY SAVINGS CONTRACT

Phase II of the Energy Performance Contracting program is the negotiation of a Guaranteed Energy Savings Contract. Using the Comprehensive Energy Analysis Reports from Phase I, the PHA will negotiate with the Energy Service Contractors utilized in the audit phase, or, PHA may elect to act as it's own ESCO in the implementation phase of the program. Moving to Work designation will allow the PHA to maximize it's leverage in negotiations with ESCO's by retaining the ability to act as it's own ESCO.

When the Program Proposals for implementation have been received from the two ESCO's, PHA and its consultants will make a detailed evaluation of the technical and practical merits of the proposed technologies, systems and equipment. Concurrently, the prices quoted for equipment and installation will be compared to market prices and prevailing costs for similar services. In parallel effort, the savings potential of the proposed program will be scrutinized to assure that it has not been unduly over or under stated by the ESCO.

The PHA negotiating position will be strengthened because of its pre-approved ability under MTW to become its own ESCO without having to deal with the administrative conditions of HUD. In addition to these advantages, the PHA will receive relief from HUD's extensive regulations pertaining to Energy Performance Contracting with other ESCO firms. The PHA will take advantage of the full fungibility of funds in pursuing mixed financing for capital improvements and expects that the administrative burden of HUD's extensive regulations that govern the use of mixed financing would greatly be reduced. If all the above is implemented, the PHA will realize savings both from energy reductions and from the removal of administrative burdens.

Expected Outcomes

- Achieve relief under MTW to extensive HUD regulations pertaining to ESCO's.
- Allow PHA ability to elect to become it's own ESCO, enhancing its negotiating position with ESCO's.
- Achieve full fungibility of funds in pursuing a mixed financing approach to capital improvements for energy cost reduction.
- Achieve operational and capital cost savings from energy reductions and removal of administrative burdens.

IMPLEMENTATION OF AN ENERGY PERFORMANCE CONTRACTING PROGRAM

IMPLEMENTATION OF ENERGY CONSERVATION MEASURES AND GUARANTEED ENERGY SAVINGS CONTRACT

Description

Phase III of the Energy Performance Contracting program involves the implementation of capital and operational Energy Conservation Measures agreed to under the Guaranteed Energy Savings Contract.

PHA and/or its partner Energy Service Contractor will make capital improvements to selected units and developments. Improvements will be made possible through the use of fungible funds equal to the amount of the projected savings to cover debt service. Operational improvements will also be implemented, resulting in savings in utility consumption and maintenance. This will involve training and improved monitoring systems for utility consumption.

Moving to Work will allow PHA to lock in for seven years our utility consumption levels, which is based on a rolling average of the prior three years before MTW. As actual utility consumption levels decrease and savings are realized PHA will be able to add the savings to the fungible pool and pay the debt service on the energy related capital improvements, and utilizes it for non-energy programs as well.

Expected Outcomes

- Improved energy efficiency of PHA housing stock.
- Cost savings achieved by capital and operational improvements.
- Improved systems for tracking utility utilization.
- Financial flexibility in the use of utility subsidy and capital financing.

IMPLEMENT AN ENERGY PERFORMANCE CONTRACTING PROGRAM

MONITORING, EVALUATION AND EXPANSION OF ENERGY PERFORMANCE CONTRACTING

Description

The final phase of the Energy Performance Contracting program involves the ongoing monitoring and evaluation of the program and possible future expansion of the program to additional units and developments.

PHA and its contractors will monitor meter systems to track the energy utilization at targeted units at the building level. This will provide for the first time, a much greater level of control on energy utilization. The capital improvements and operational improvements will also be tracked and analyzed to ensure that PHA will realize the expected and agreed upon cost savings.

Finally, based on the anticipated success of this program, PHA will expand the Energy Performance Contracting program to additional units and developments. Experience developed in the initial pilot will strengthen subsequent Energy Performance Contracting.

Expected Outcomes

- Improved systems for tracking utility utilization.
- Cost savings achieved by capital and operational improvements.
- Experience that will enhance subsequent Energy Performance Contracting.

IMPLEMENT ADMINISTRATIVE EFFICIENCIES

REVISE PROCUREMENT POLICY

Description

The Philadelphia Housing Authority (PHA) will use the guidelines established by the Handbook No 7460.8 REV 1, dated January 14, 1993 entitled Procurement Handbook for Public Housing Agencies and Indian Housing Authorities for PHA and their subsidiary (ies). The planned enhancements are listed below.

As a subset to Chapter 4 specifically, Section 2. Small Purchases, Section 3 Sealed Bidding and Section 4, Competitive Proposals add:

PHA may use any Contracting method/process authorized by the Federal Acquisition Regulation or by their supplements.

PHA may use Procurement for supplies based on the electronic catalogue process and best business practices. One method of contract award would be based on using a coefficient and or percentage discount of the items included in the solicitation. The items selected represent a sample based on volume or need established by PHA, it does not represent all the items awarded. Contract award would be based on a category e.g. office supplies - with a sample of 30 – 50 items to establish the total price and used in award selection.

All existing HUD Review Requirements listed in Chapter 11 would be deleted and replaced with the following Review Requirements:

HUD Review Requirements

11-1 General.

A. All Programs, Programs Regardless of Funding Sources:

1. Contracting Actions. The following contracting actions require prior HUD approval:
 - a. Solicitations and contracts by the HA whose procurement procedures or operation fails to comply with the procurements standards in 24 CFR 85.36(b) [24CFR 85.369(g)(2)(i)] unless waived by Moving To Work Agreement or this plan;
 - b. Noncompetitive procurements expected to exceed \$250,000. Award to a single offer is authorized without review if the solicitation was advertised/solicited twice in 90 days and only one offer responded and the price was determined to be fair and reasonable [24 CFR 85.36(g)(2)(ii)];
 - c. Brand name only procurements expected to exceed \$250,000 [24 CFR 85.36(g)(2)(iii)];

- d. Awards over \$250,000 to other than the apparent low bidder under a sealed bid procurement whose bid was determined non-responsible [24 CFR 85.36(g)(2)(v)];
- e. Contracts for services whose initial period exceeds five years, and any option, extension, or renewal of a contract for services which exceed five years;
- f. HA small purchase threshold will be the same as HUD;
- g. Under this agreement the HA is authorized to make purchases up to the small purchase threshold without advertising using the internet as the basis of competition; and
- h. Thresholds for Contract Modification reviews will be established by HA Board of Commissioners;

2. HA Submission Requirement and HUD Approval. The HA shall submit a complete set of documents covering the contracting actions identified in subparagraph 1. The HUD Field Office shall review the documents to ensure compliance with 24 CFR 85.36, applicable sections of the Chapter, and the Moving To Work Agreement.

MOVING TO WORK PLAN
APPENDIX J

Appendix J: MTW Annual Plan FY 2001 Section 8 Worksheet

SOURCES

MTW Subsidy	\$ 127,138,064
Interest Income	\$ 218,942
Total	\$ 127,357,006

USES	Required HAP Payment	\$ 75,581,534
	Hard to House	\$ 90,000
	Program Costs	\$ 14,607,439
	Sub-Total	\$ 90,278,973
	New Initiatives	\$ 37,078,033
	Total	\$ 127,357,006
	Project Reserve	\$ 10,594,839

